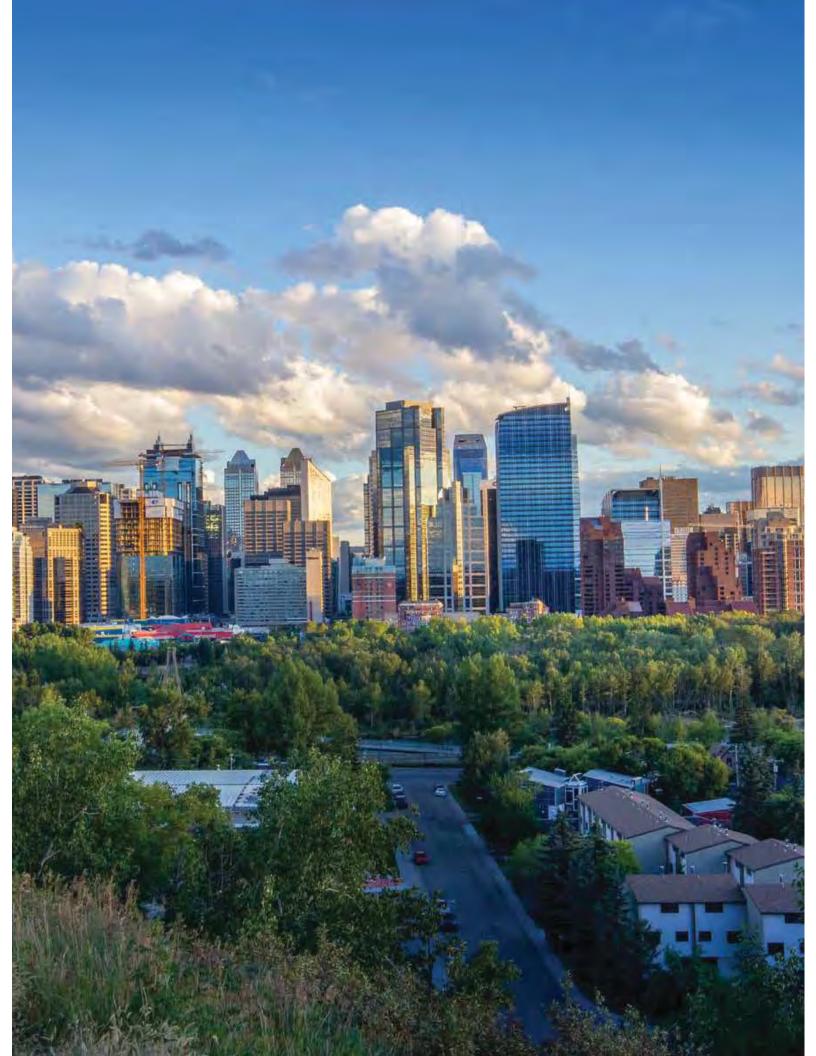
HEY, AMAZON. NOT SAYING WE'D FIGHT A BEAR FOR YOU, BUT WE TOTALLY WOULD.





HEY, AMAZON.

You're looking for a city to locate your second headquarters. We're looking for a global organization that will grow with us over the long term to join the other successful companies we have supported here.

You want to make sure whichever city you choose has enough cool space, has invested in state-of-the-art infrastructure to make doing business easy and has an enviable quality of life to help you attract and retain the best and brightest from around the world.

We have all of those things and more. And we're ready to start today.

You might have seen some of our advertising around Seattle or online. Our message was letting you know we're committed. What's in the booklet that follows is the proof we're serious about doing whatever it takes to put Amazon's HQ2 in Calgary.

In other words, this is Calgary's demonstration that we'll totally fight a bear for you. And this letter is a personal promise from all of us that we are committed to helping you succeed. Because we know that once you see everything Calgary has to offer, it will be an easy decision for Amazon, and we won't really have to fight that bear. But we totally would.

WHAT MAKES US UNIQUE:

- Turnkey Real Estate: We have multiple sites ready to go and scale from Day 1
- **s section has been redacted/
 removed subject to section
 16(1)(b) of the Freedom of Information Protection of Privacy Act.
- Labor solutions: We have 32,200 engineers in Calgary (50,100 in Alberta), and the ability to attract and retain global talent, not to mention world-class education institutions
- Banff and Rocky Mountain playground: Even YOU can't move mountains
- We've done this before: Calgary has the highest concentration of HQs in Canada

Mary Moran
President & CEO, Calgary Economic Development

Naheed Nenshi Mayor, City of Calgary

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YOU ASKED, WE ANSWERED

KEY PREFERENCE AND SPECIFIC RFP OUR DECISION DRIVERS REQUIREMENTS REFERENCE **ANSWER** Page 2 to 4 • HQ2 Location Options Site/Building Site requirements Page 6 – #1 Sustainability • 30 miles to population center • Within 45 minutes to international airport Connectivity Logistics • No more than 1-2 miles to major highways & arterial road · Access to mass transit at site **Building requirements** • Phase I (2019) - 500,000+ sq. ft. • Beyond 2027 - Up to 8,000,000 sq. ft. **General site requirements** • Current ownership structure • State/province, or local governments control · Current zoning • Utility infrastructure • Sustainability considerations · Connectivity considerations Capital and • Stable and business-friendly environment & tax structure Page 5 • HQ2 Location Options **Operating Costs** · Incentives offered to offset initial capital outlay & ongoing Capital & Operating Cost operational cost Incentives · Business Environment

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| Labor Force • Labor and wage rate information • Labor pool information and ability to current programs/partnerships and creative programs with higher educe • List of universities and community of relevant degrees • Number of students graduating with the last three year • Local/regional K-12 education programs computer science | potential ation institution colleges with h those degrees over | Business Environment Labor Force Love Letters |
|--|---|---|

| KEY PREFERENCE AND DECISION DRIVERS | SPECIFIC REQUIREMENTS | RFP REFERENCE | OUR ANSWER |
|-------------------------------------|--|--|---|
| Logistics | Travel time to an international airport Daily direct flights to SEA, NYC, SFO, WAS Highway, airport, and related travel and logistics Transit and transportation options for commuting employees living in the region All transit options including: bike lanes and pedestrian access to the site(s) Ranking of traffic congestion for your community and/or region during peak commuting times | Page 5Page 6 - #7 | HQ2 Location Options Logistics |
| Time to Operations | Requisite access, utility infrastructure, and zoning Permitting process and estimated timetable to initiate Phase I | Page 5Page 6 - #1 | HQ2 Location Options Business Environment |
| Cultural Community Fit | Presence and support of a diverse population Excellent institutions of higher education Local government structure and elected officials eager and willing to work with the company, among other attributes A stable and consistent business climate Testimonials from other large companies | Page 5Page 6 - #8 | Quality of lifeBusiness EnvironmentLabor ForceLove Letters |
| Community/Quality of Life | Daily living Recreational opportunities Diversity of housing options Availability of housing near potential sites for HQ2 and pricing Relevant crime data Cost of living data | Page 5Page 6 - #8 | • Quality of Life |
| Additional Items and Intangible | Considerations | • Page 7 - #9 | Canada & AlbertaAbout CalgaryNext Steps |

EXECUTIVE SUMMARY

Hey, Amazon.

Just like you, we know our customer. You will have dozens of cities sending you a colossal amount of information in a variety of formats – we suspect some will come via drones, web portals, and who knows what else.

Well, we know Amazon has built a multifaceted global business and takes particular pride in delivering boxes to your customers' doorsteps. We are delivering our submission the same way. We hope you like the Calgary box and the boundless content inside.

You're probably wondering about the Hudson's Bay blanket. It is a true Canadian treasure. It is symbolic of the rich history of trade in North America by another pioneering company that created disruptive change. Like Amazon today, the Hudson's Bay Company changed the world by making it easier for people to get the goods they needed.

Now that you've opened the box, let's talk about the content.

We say that we would fight a bear for you. And we totally would – metaphorically, of course. You have our commitment and the support from all levels of government that we will work harder than any other city to help Amazon succeed in the next chapter of its growth. We will also do everything to ensure you receive a warm welcome and your people become part of our community.

We want to make it easy to guide you through all Calgary's great assets and our unique value proposition based on your key preferences and decision drivers. We structured our submission on two of your primary areas of focus - where AMAZON will WORK and where AMAZONIANS will make a LIFE.

As an HQ city, Calgary knows how to scale. Our investment in infrastructure has allowed the city to keep pace with the rapid growth we've experienced over several decades. The innovation ecosystem that drives our economy is buoyed by seven post-secondary institutions and organizations that support growth in our STEM-oriented workforce.

Ultimately, Calgary can provide Amazon with a lower-cost, higher-performing HQ2. Look and see for yourself.





Calgary has turnkey human resource and real estate solutions to meet Amazon's immediate needs and the value proposition to support your long-term ambition. A Seattle-Calgary corridor would provide Amazon unmatched cost-efficiencies and growth opportunities for Amazon.

You obviously know Seattle, so to make comparisons easier, we created a DASHBOARD of the critical data requested in the RFP and compared our two cities.

We are like Seattle in many ways - minus the coastal weather. Our 333 days of sunshine each year make it an ideal fit for a young, multicultural and well-educated population and a citywide focus on an active, outdoor lifestyle.

| WORK | | LIFE | | | |
|---|--------------------|------------|--|-------------|-------------|
| CATEGORY | SEATTLE | CALGARY | CATEGORY | SEATTLE | CALGARY |
| Office Vacancy Rate (2017) | 7.7% | 27.7% | Post-Secondary Education Rates (Bachelor degree or higher) | 64.1% | 38% |
| Development Permit Timelines | 240 to 480 Days | 120 Days | Immigrant Population | 18% | 26.2% |
| Median Age | 35 years | 36.4 years | City Driving Time (time spent in congestion) | 55 hrs/year | 16 hrs/year |
| Effective Total Corporate Tax Rate | 68% | 30% | Liveability (The Economist Intelligence Unit) | #46 | #5 |
| Electricity Prices (2016) | 7.19¢c/kWh | 4.75¢c/kWh | Affordability (Housing Affordability Rank) | #69/92 | #56/92 |
| Health Care (employer contr. | \$5,314 | \$1,147 | Median Price of Single-family Detached Home | \$475,000 | \$378,626 |
| to health care insurance) | | | Average Two-Bedroom Apartment Rental Rate | \$2,193 | \$960 |
| Construction Index (100 = U.S. National Average) | 103 | 83.9 | Ski Resorts Within a 3-hour Drive | 6 | 10 |
| Natural Gas Price (per thousand cubic feet) | \$4.11 | \$3.77 | Cost of Living Index (higher the number less expensive) | 83/209 | 162/209 |
| Median Household Income | \$80,349 | \$76,000 | Crime Data (incidents/100,000 people) | 6,121 | 5,560 |

CANADA: THE WORLD NEEDS MORE...

As other countries turn inward, Canada is open to the world. We have been working to make it easier for qualified immigrants to receive work permits and visas in just 14 days. Embracing the diversification and inclusiveness in Canada offers a way for Amazon to attract and retain the best and the brightest people from around the world.

An exceptional pool of local and global talent is critical to Amazon's success. With universal health care in Canada, you will have healthy employees and the company could save up to \$600 million in costs each year. This is just the beginning of the savings we have to offer.

Canada has a large and stable trade-focused economy. We are a signatory to major global agreements with a commitment to the free flow of goods which has led to trade deals with 44 countries representing over half the world's economy. Amazon is in the global distribution business and Canada's position on trade provides opportunities to grow your key lines of business.

ALBERTA: WORK HARD, PLAY HARD

With a history of entrepreneurial citizens and pro-business governments, the Alberta advantage is real.

The economy has expanded from traditional industries such as energy, agriculture, and transportation and logistics into diverse fields including Artificial Intelligence, machine learning, financial services, health sciences and creative industries that align with Amazon's growth strategies.

Alberta has a low-cost operating environment with no provincial sales taxes, no health care premiums and no payroll tax. We are the only Canadian province with a sovereign wealth fund that supports long-term delivery of government programs and services that underpin our quality of life.

With our Rocky Mountain playground and five UNESCO World Heritage sights in Calgary's backyard, it is impossible to beat the work-life balance. From breathtaking skiing in the winter to adrenaline-pumping mountain biking in the summer, what the world calls a vacation of a lifetime we call the weekend, and it's only 60 minutes away from Calgary.

CALGARY: TURNKEY SOLUTION ON DAY 1

Calgary is a city of almost 1.5 million people with a friendly – and business friendly – culture. We are the third most multicultural city in Canada, with citizens from 240 different ethnic origins. We have clean air and water, affordable housing, low crime, and a thriving arts and culture community.

Companies thrive in Calgary because of the world-class STEM-oriented workforce and the competitive cost of doing business. As our research reveals, the cost of doing business is 14 per cent lower in Calgary than Seattle.

The innovation ecosystem here emerged naturally over decades and has inspired other jurisdictions to replicate the dynamism that makes Calgary special. Our tech sector is making breakthroughs in Artificial Intelligence, big data, cybersecurity and unmanned aerial vehicles.

As you well know – when Jeff Bezos was working in New York in 1994 and had the audacious idea to start an online bookstore, Seattle didn't necessarily have the largest high-tech community. What it did have was the talented engineers that could solve problems for Amazon, just like Calgary has today.

Since Day 1, Amazon has forged its own path. HQ2 should be no different. Calgary is the city to show that you are thinking leaps and bounds ahead of everyone else.

WORK: THE BEST SELECTION, UTMOST CONVENIENCE AND LOWEST PRICE

Calgary is renowned for being the most business-friendly city in Canada with an unparalleled work ethic and can-do attitude. We have modern downtown infrastructure, and our high availability of AAA office space is attracting international companies seeking affordability and access to talent.

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We have fiber connectivity throughout the city. We built our own carrier-agnostic dark fiber network, and Zayo Networks - your provider in Seattle - has invested in dark fiber capacity here too. Connecting HQ2 in Calgary to HQ1 in Seattle will be seamless.

As an HQ city, Calgary is a globally recognized financial center with strength in investment and corporate banking, mergers and acquisitions and foreign direct investment. The Calgary Regional Partnership brings together the surrounding municipalities to create a premier inland port in the Pacific Northwest served by major highways, two Class A intermodal rail yards and an airport with direct flights to 78 cities worldwide.

LIFE: TALENT COME FOR THE JOBS, STAY FOR THE LIFESTYLE

Calgary is a great place to make a living and a life. This is a city where the adventurous and the ambitious thrive. Our communities are filled with young, ethnically diverse and highly-educated people who care about the arts and make our hundreds of cultural and sporting events so well-attended.

The best incentive we can offer Amazon is talent and a quality of life that attracts and retains people. From one of the longest urban bike path systems in North America to mountain parks in our backyard, your trip of a lifetime is our Saturday.

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When AIRINC released its Global 150 Cities Index, Calgary ranked ninth for "the ideal combination of high salaries, low taxes and costs, and quality of life." Factor in a clean environment, comfortable daily commutes, low crime, quality healthcare and affordable housing and The Economist Intelligence Unit named Calgary the fifth most liveable city in the world every year since 2009.

The public education system in Alberta produces some of the best students in the world. Our fifth grade students ranked second of 72 international jurisdictions in science and third in reading in 2015. Calgary is home to seven post-secondary institutions including the University of Calgary, named a Global Top Tech Challenger for its innovative partnerships with the private sector.

Simply put, Amazon can attract and retain top talent in Calgary.

SUSTAINABILITY: LONG-TERM SOLUTIONS AND COMMERCIAL OPPORTUNITIES

We take a long-term approach to both urban sustainability and economic opportunities in line with our municipal government's 100-year vision for the city.

Sustainability is the driving force behind the innovation ecosystem in Calgary that is already transferring the knowledge economy to opportunities in the commercial economy.

Calgary is a center of excellence for technological innovation in ALL things energy – from conventional fuels to wind, solar and other renewables. We are reducing the environmental footprint from the source to end-use. In fact, Calgary companies operate almost one-third of the wind power in Canada and Alberta's agribusiness sector is a leader applying GHG-reduction to sustainable farming practices.

The Government of Alberta has taken a leadership role internationally on climate change with its second

generation of greenhouse gas regulations.

The growing clusters of excellence in Calgary dovetail with Amazon's business strategy around the opportunities with big data, agribusiness, film & TV production and space. A company like Amazon would add to the impetus around innovation from our companies and post-secondary institutions.

INCENTIVES

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CONCLUSION

We have turnkey solutions and a unique value proposition to offer Amazon and we will work tirelessly to facilitate your long-term success with workforce and education initiatives.

HQ2 is going to be a large, exciting project that will have a significant impact on any community. Like Calgary has proven for decades and to many multinational companies, we are committed to helping you with a smooth transition ensuring Amazon's long-term success.

Amazon will find fast friends in Calgary's business community. All the letters of support from business leaders in this submission show they welcome progressive companies that bring out-of-the-box thinking and create innovative business opportunities.

Finally, Calgarians are excited about the possibility of HQ2 coming to their city. A community portal we launched to crowdsource marketing ideas grew to 1,200 members and generated more than 150 ideas for elevator pitches to Amazon. The Calgary Herald polled citizens and found overwhelming support for the city to recruit HQ2.

The bottom line is we want you here, and we are ready to make it happen.

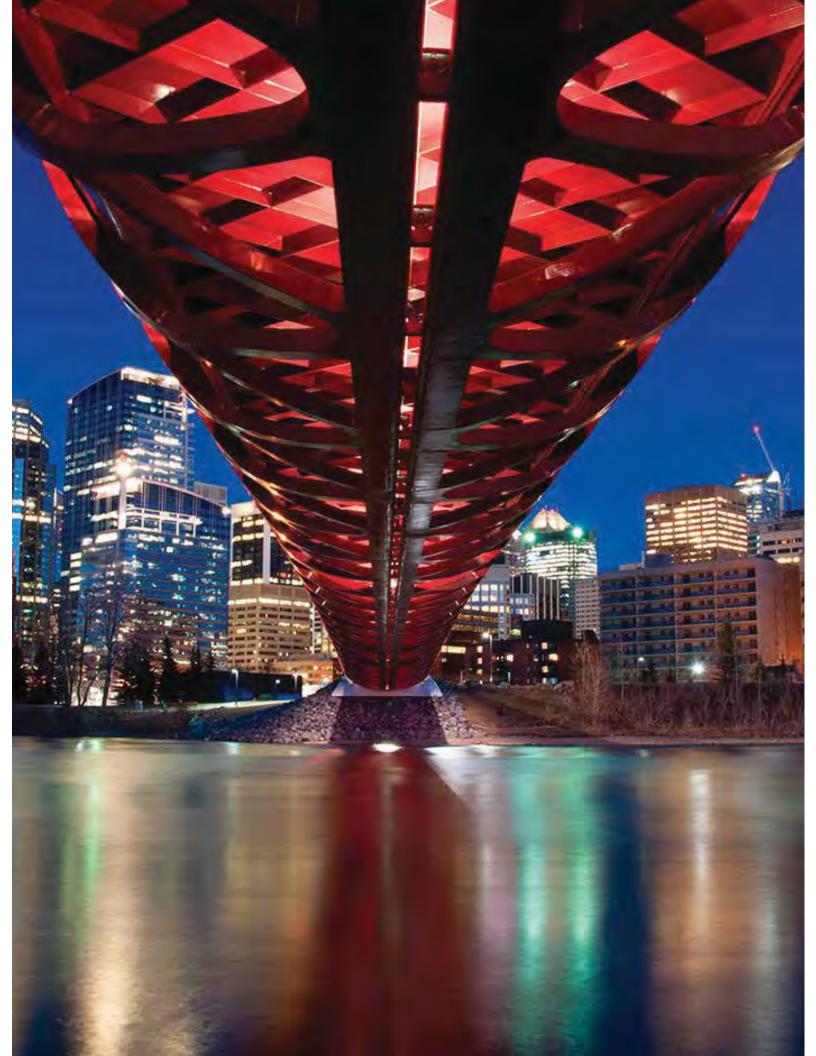


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The Rainforest movement believes that innovation in all its forms flourishes in places with significant diversity, a foundational culture of trust and high frequency of creative collisions.

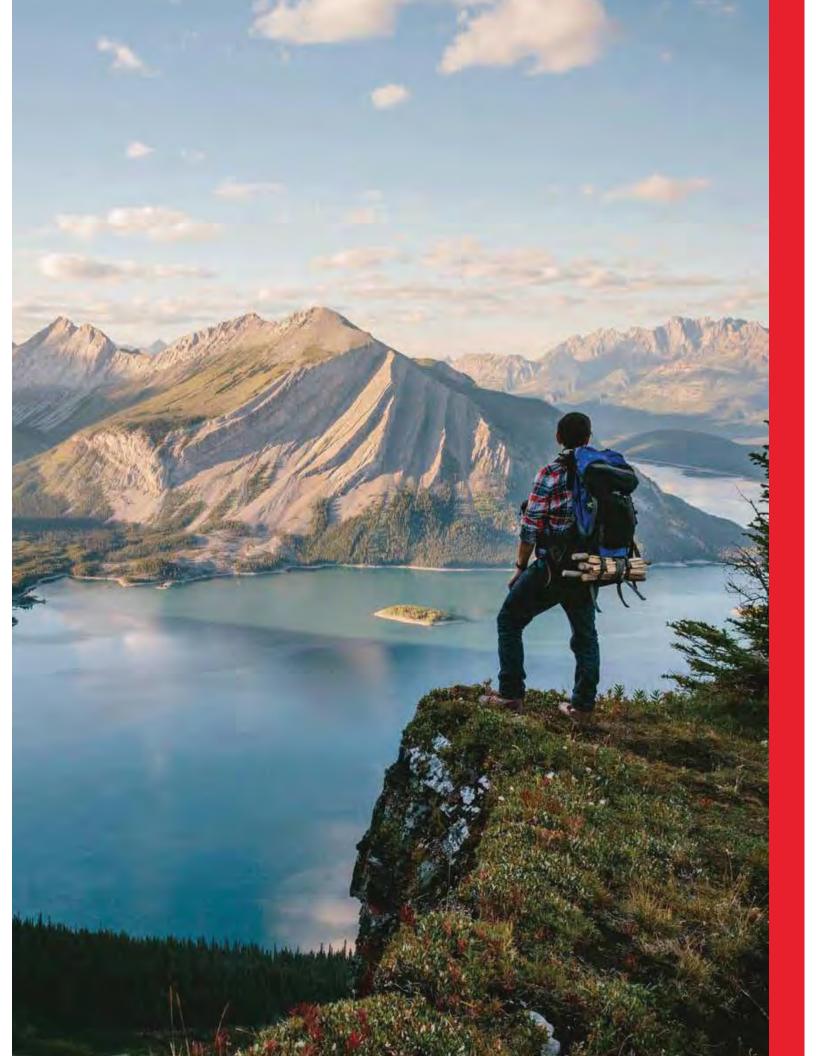
These conditions enable Calgary organizations to advance by greatly reducing the transaction costs of innovation and increasing the opportunity for serendipity.

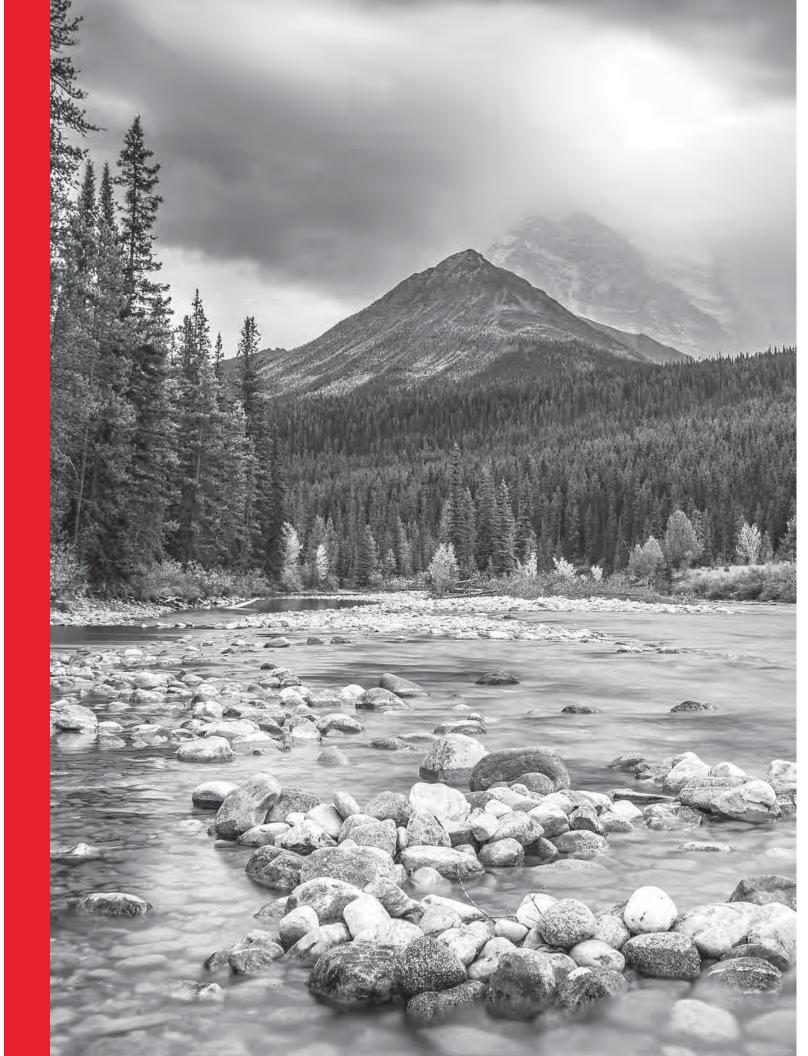
This culture gives Calgary the ability to move very quickly with the capital, talent and cross industry participation to make great things happen.



RAINFOREST INITIATIVE

"





FINDING A LOCATION
THAT'S THE PERFECT FIT
FOR AMAZON HQ2 WILL
BE CHALLENGING.

IF YOU'RE LOOKING FOR A PLACE THAT'S INCLUSIVE AND PROGRESSIVE, YET AMBITIOUS AND BOLD, THEN CALGARY, ALBERTA, CANADA IS YOUR PLACE.

THE WORLD NEEDS MORE CANADA

Amazon's Goal – To build an inclusive business with people from all over the world adding value to customers.

work permit applications are processed within 14 days in Canada vs. only 36%

CANADA — INTRODUCTION

Canada is a socially progressive nation and a global leader on social issues including economic issues and immigration, marriage equity, women's and indigenous issues, and marijuana legalization. We have a large and stable economy, but to successfully grow it, we have to be able to attract and retain the best global talent. Canada offers both an enviable quality of life and the fastest-growing economy in the G7 in 2017.

As other countries turn inward, Canada is open to the world. We welcome the best and brightest people from around the world. Last year, Canada accepted into the country 320,000

immigrants - one per cent of our population - while the U.S. only accepted less than half of a per cent in recent years. We are continually making it easier for highly qualified immigrants to get work permits and visas within 14 days.

of work permit applications are randomly selected by lottery in the U.S.

WHY CALGARY: WE'RE INCLUSIVE, **DIVERSE, PROGRESSIVE AND** STABLE. AND LIKE AMAZON, WE HAVE BACKBONE.

in the U.S.

Canada is a signatory to the North

American Free Trade Agreement and the Canada-European Union Comprehensive Economic and Trade Agreement, which are among the trade agreements signed with 44 countries representing more than half the world's economy, and we continue to champion the Trans-Pacific Partnership.

Health care is a hot topic in the U.S. and Canada's health care system has come up in the discussion. To help set the record straight, our publicly-funded system means all Canadians have access to family doctors and necessary hospital visits without paying out-of-pocket or requiring private insurance. That's great for Canadians, and a significant advantage for businesses.

The bottom line is Amazon's dollars will go further in Canada. The effective corporate tax rate here is less than half of that in the U.S. – Canada is simply a more economical place to live and do business than in the U.S.

FACTS

Canada is the best country in the G20 for business.

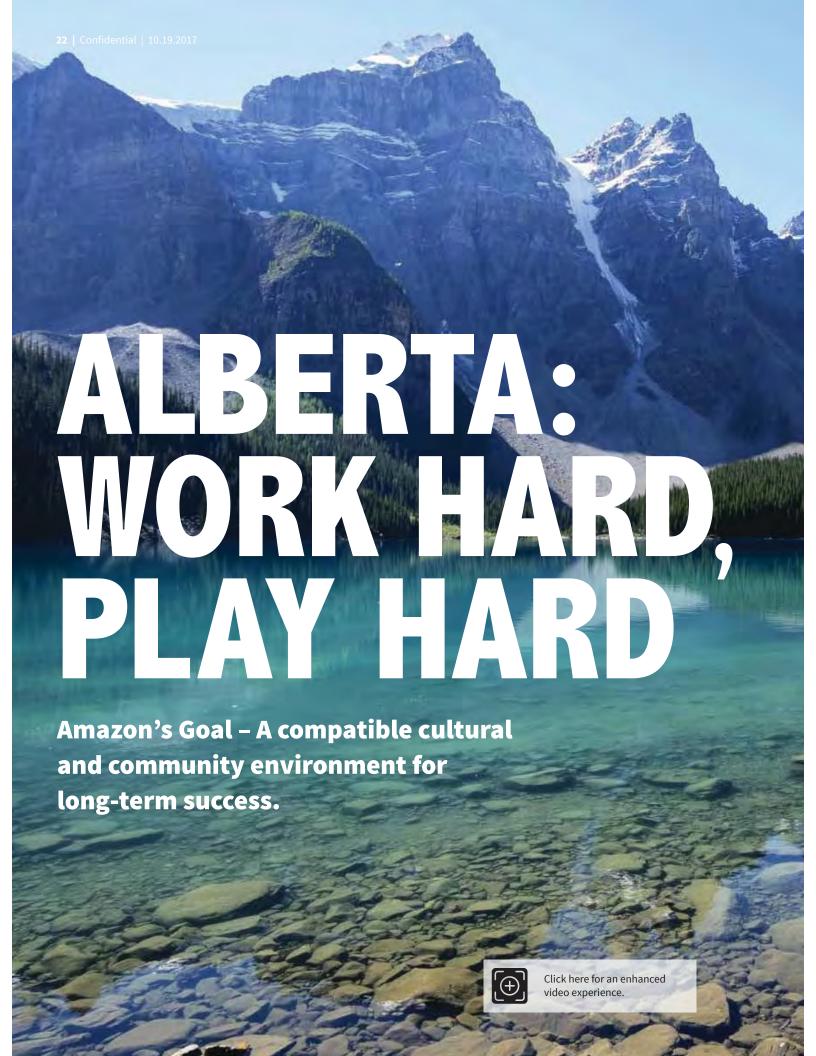
Canada offers the lowest total tax rate of the G7 Countries.

Canada ranks 1st in Business Environment of the G7 Countries.

Canada ranks 1st in Soundness of Banks in the world.

Canada ranks 1st on the Global Opportunity Index in the G7 and G20 for economic and institutional factors attracting FDI.

Canada ranks 2nd in Entrepreneurship of the G7 Countries.



1/3rd
of Alberta's energy will come from renewables by 2030

8th

global ranking for the University of Alberta for Artificial Intelligence and machine learning

ALBERTA – INTRODUCTION

The entrepreneurial spirit that defines Calgary echoes throughout Alberta as advantages including no payroll tax, no sales tax, no health care premiums and low corporate tax make the province one of the best places in North America to do business.

Investment in Alberta was 2.5 times higher than the Canadian average in 2016. And we are on track to lead the country again this year – by a wide margin.

Alberta's population has grown faster than any region in Canada since the 1950s, as the provincial economy has expanded in traditional areas such as forestry, agriculture, transportation and logistics, and energy, with significant investments made in diverse areas including Artificial Intelligence, machine learning, and health and sciences. With Banff and the Rocky Mountains at Calgary's doorstep, tourism and creative industries have also flourished.

Alberta is a major energy supplier and the Alberta Climate Leadership Plan under the current government has made the province a global leader in the transition to a lower-carbon economy.

Innovation and technology pioneered in the province in conventional fuels and renewable energy are the key to achieving our climate leadership goals and playing a critical role in delivering solutions to global challenges.

We have a long history of producing some of the best students in the world from Alberta's public education system. Our fifth grade students ranked 2nd out of 72 jurisdictions globally in science and 3rd in reading

in 2015, and the University of

Calgary was named a Global Top

FACTS

Alberta is the only jurisdiction in Canada with a Sovereign Wealth Fund that can invest in programs essential to Albertans like health care, education and infrastructure.

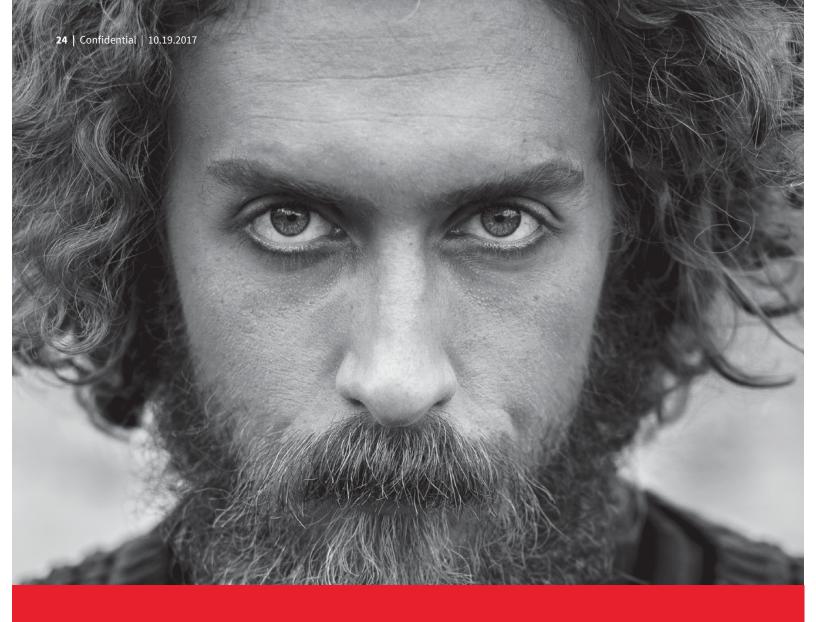
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WHY CALGARY: ALBERTA'S LOW-COST ADVANTAGE IS ATTRACTIVE FOR COMPANIES LIKE AMAZON.

Tech Challenger, recognizing its innovative approaches to partnering with the private sector.

330%

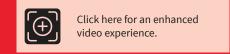
Alberta's population growth since 1951

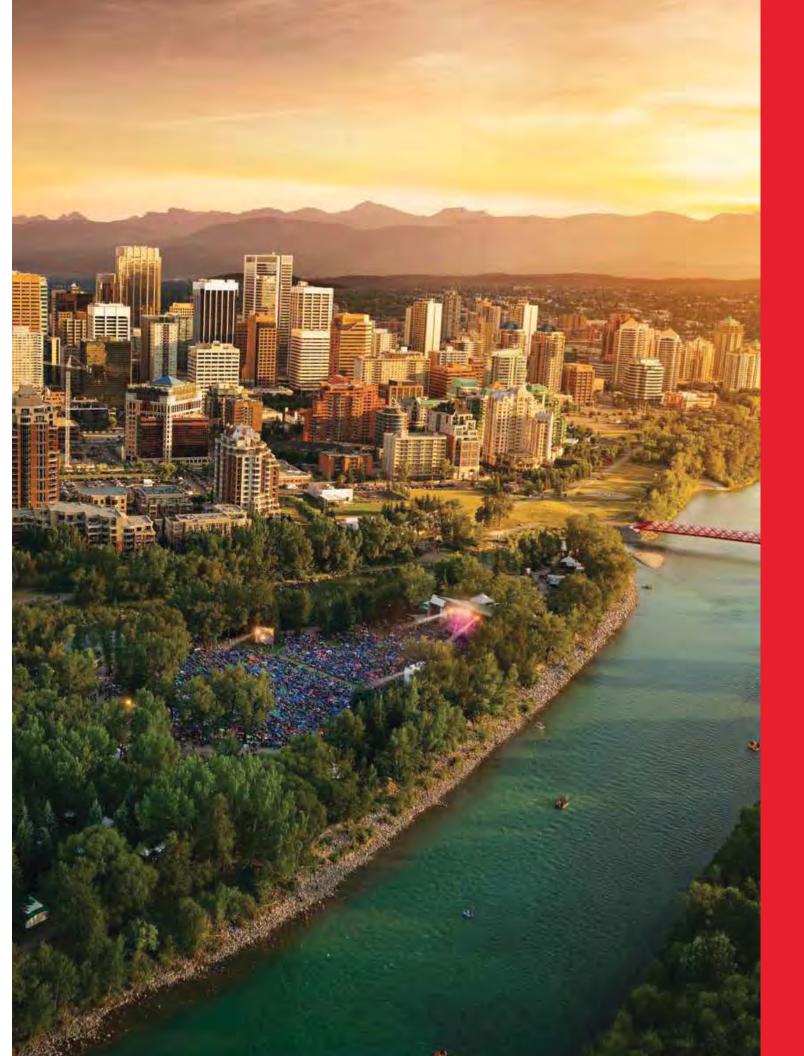


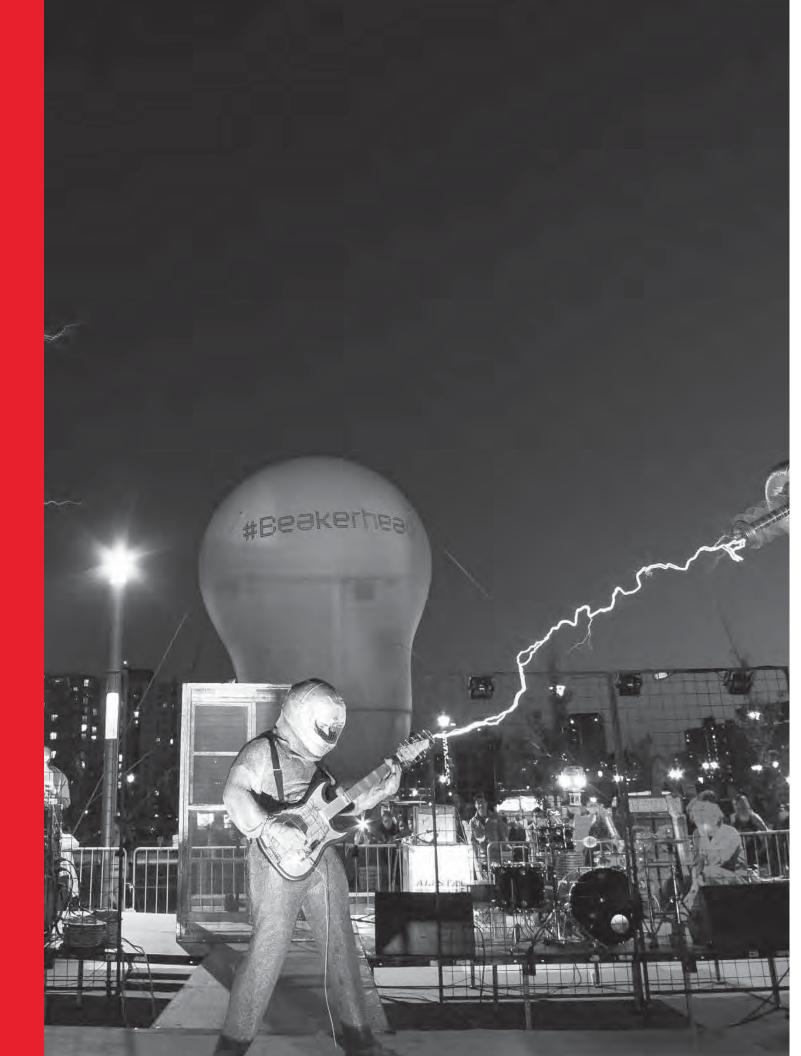
HEY, AMAZON.
NOT SAYING WE'D
FIGHT A BEAR FOR YOU...

BUT WE TOTALLY WOULD:)









IT'S TOO COLD. IT'S TOO WEST. IT'S TOO NORTH.
IT'S TOO WHITE. IT'S TOO SMALL. IT'S TOO FAR. IT'S TOO BORING. IT'S TOO TRADITIONAL. IT'S TOO MALE. IT'S TOO UNKNOWN. IT'S TOO HUMDRUM.

ACTUALLY, IT'S NOT. IT'S PERFECT FOR AMAZON.



WHY CALGARY: WE'RE NOT SAYING WE'RE PERFECT, BUT WE'RE AS CLOSE AS IT GETS FOR AMAZON.



ABOUT CALGARY

There's an energy here that exhilarates, invigorates and motivates. A region of almost 1.5 million – the largest in the province of Alberta – Calgary is a place of big skies, big ideas and welcoming, friendly people. With 95 per cent of businesses located in the city of Calgary and 85 per cent of the population living here, Calgary Economic Development and The City of Calgary work with our regional partners to maximize both economic and social opportunities.

This city is an economic powerhouse and a place that loves new people with talents. There's a vitality here that unleashes the bold, can-do spirit of entrepreneurs and innovators, artists and athletes.

The liveability of our city is second to none, with clean air and water, affordable housing, a low crime rate, excellent education and superb health care. Our lifestyle is active; our perspective is global. Who you are is more important than where you're from. We'd love for Amazon to come and see for itself.

FACTS

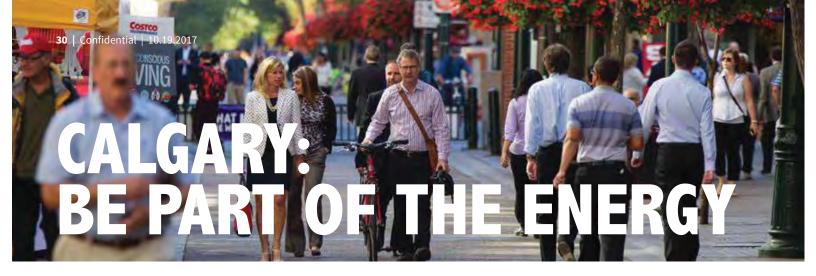
1.47M people, Calgary's population has tripled in size in the last forty years

Fifth most liveable city in the world

333 days of sunshine per year

The most distinctive characteristic of a Calgary winter is the Chinook: a warm, moist wind from the Pacific Ocean that can raise the temperature by as much as 15 degrees in a few hours. When the dark Chinook arch appears in the western sky, the warm wind is about to blow in. That means that one day you might be wearing your winter jacket; the next, a short-sleeved shirt and shorts.







COMMUTING

THE LEAST CONGESTED BIG CITY IN CANADA

Average annual commuting time spent in congestion is 16 hours.

In comparison, Seattleites spend

55 hours.



CALGARY INTERNATIONAL AIRPORT

FLY DIRECT TO 78 GLOBAL DESTINATIONS

20 minutes from downtown,
Calgary International Airport handled
16M passengers last year and has the
capacity to double thanks to a
\$1.75B investment.



THE C-TRAIN

A TRAIN SYSTEM POWERED ENTIRELY BY WIND

One of North America's first LRTs is also now the first public transit system in Canada to claim all of its electricity from emissions-free wind power generation.



WEATHER

THE SUNNIEST CITY IN CANADA, WITH 333 DAYS OF SUN PER YEAR

That's also 182 more sunny days than Seattle.



GREAT OUTDOORS

10+ WORLD-CLASS SKI RESORTS WITHIN 3 HOURS

And over 50 golf courses.



WOV

5 UNESCO WORLD HERITAGE SITES IN OUR BACKYARD

That's the most concentrated in North America.



Popular spots accessible to Calgarians.

Banff

60 miles / 1-hour drive

Lake Louise

95 miles / 1.5-hour drive

Kananaskis Country

25 miles / 30 min drive

Canmore Nordic Centre

55 miles / 1-hour drive

Sunshine Ski Resort

73 miles / 1.25-hour drive

Dinosaur Provincial Park

115 miles / 2-hour drive

Head Smashed In Buffalo Jump

90 miles / 2-hour drive

Spruce Meadows

2.5 miles / 5 min drive

Waterton Lakes National Park

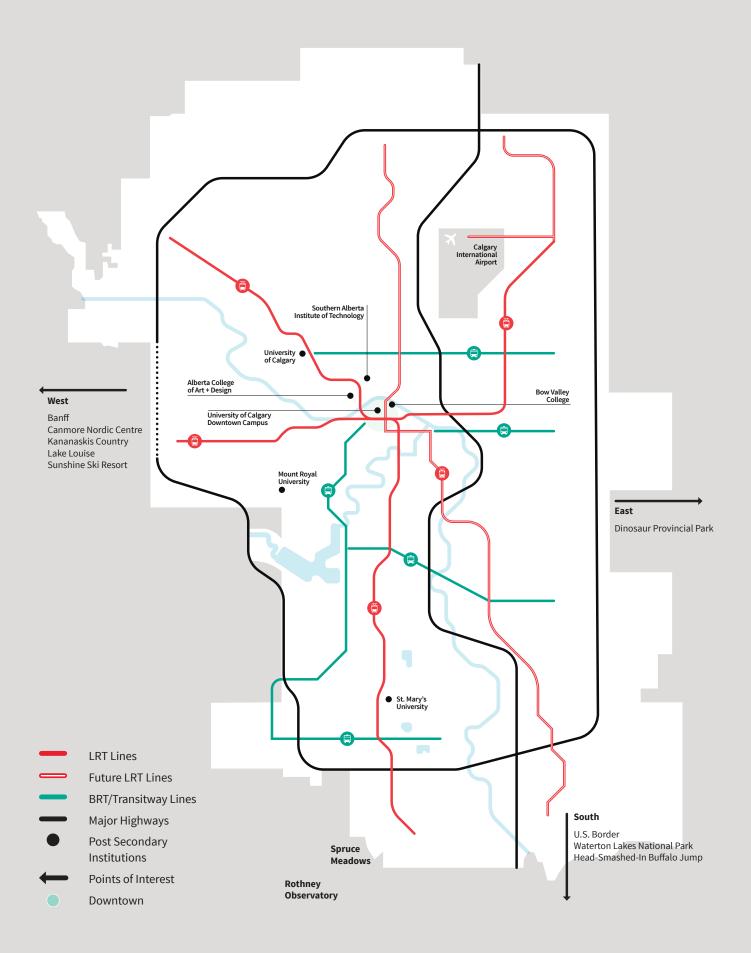
130 miles / 3-hour drive

Rothney Observatory

7 miles / 15 min drive

United States Border

150 miles / 3.5-hour drive





VALUE PROPOSITION

Amazon's Goal - To place HQ2 in a city that's ready to support and scale on Day 1.

TURNKEY REAL ESTATE: We have multiple sites ready to go and scale from Day 1.

WHAT THIS MEANS FOR AMAZON: Utmost convenience.

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LABOR POOL SOLUTIONS: We have 32,200 engineers in Calgary (50,100 in Alberta), and the ability to attract and retain global talent, not to mention world-class education institutions.

WHAT THIS MEANS FOR AMAZON: Because of commodity prices, we have highly-skilled people ready to go. We also have a long history of attracting talent, and we'll grow a pipeline through seven post-secondary institutions.

BANFF AND ROCKY MOUNTAIN PLAYGROUND:

Even YOU can't move mountains.

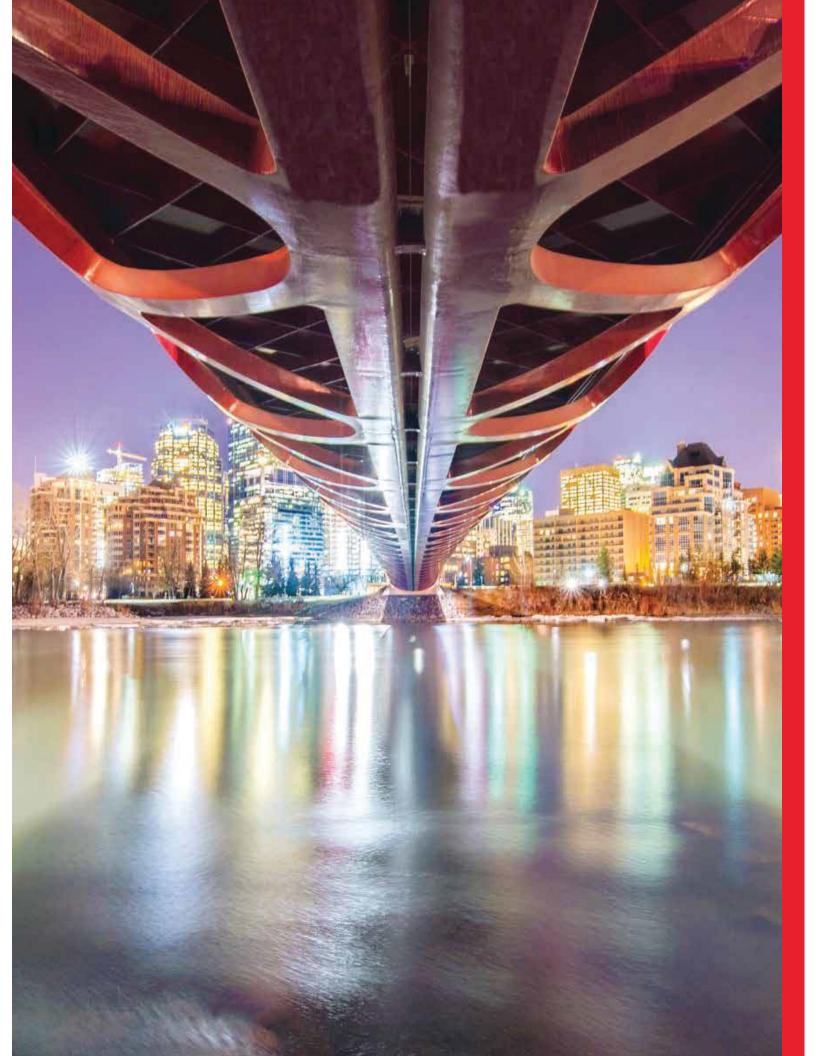
WHAT THIS MEANS FOR AMAZON: A world-class outdoor playground for attracting and retaining top talent. In fact, in the past 40 years, Calgary has tripled its population.

WE'VE DONE THIS BEFORE: Calgary has the highest concentration of HQs in Canada.

WHAT THIS MEANS FOR AMAZON: You won't have growing pains establishing a large headquarters in Calgary. We've been attracting HQs for years, and our city welcomes them and easily scales to allow them to grow.

*Details and conditions in the Incentives section.

WHY CALGARY: CALGARY IS AMAZON'S DAY 1 TURNKEY SOLUTION.



BEST SELECTION.
LOWEST PRICE.
UTMOST
CONVENIENCE.

CALGARY: AMAZON'S TURNKEY SOLUTION

YOUR FUTURE HQ2 LOCATION

From downtown office space to expansive suburban and greenfield options, Calgary can exceed Amazon's RFP requirements.

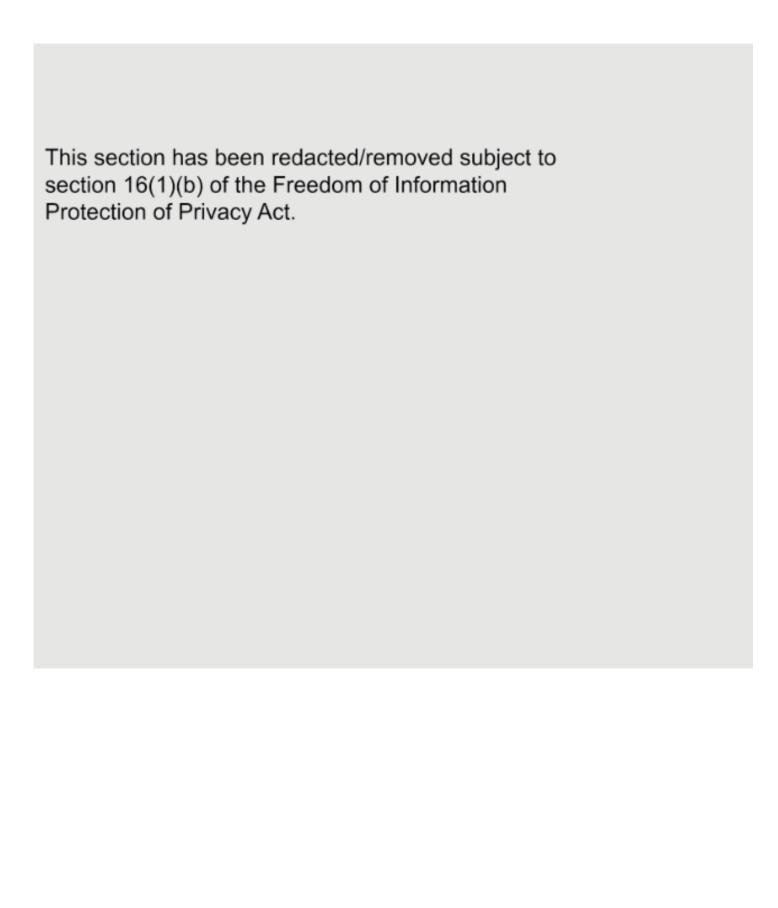
Visitors to the city often remark on the cleanliness of the downtown core. Even among skyscrapers, there is a feeling of openness that can be attributed to big open skies.

Calgary has the youngest average age of office buildings of any major Canadian city. This modern infrastructure offers benefits such as efficient building systems, high environmental standards and state of the art design.

We have identified a strategy for your entry into Calgary that addresses immediate needs in 2019 and allows for expansion as you scale your operations.

PHASE I: 500,000 — 1M SQ. FT.

Amazon's Goal – Day 1 start with 500,000- 1M sq. ft. Place HQ2 in a city that's ready to support, starting with 500,000 sq. ft. and potential to scale for future growth up to 8M sq. ft.



Get in...



110

million rides taken every year on the CTrain.

With 330,000 daily riders, the CTrain is one of the busiest light rail transit systems in North America.



BY BIKE

580

miles of accessible routes in the city's bike system.

It's the largest urban pathway and bikeway system in North America.



BY CAR

best place to drive in North America. 10th best in the world.

> Downtown has 47,000 parking spots.



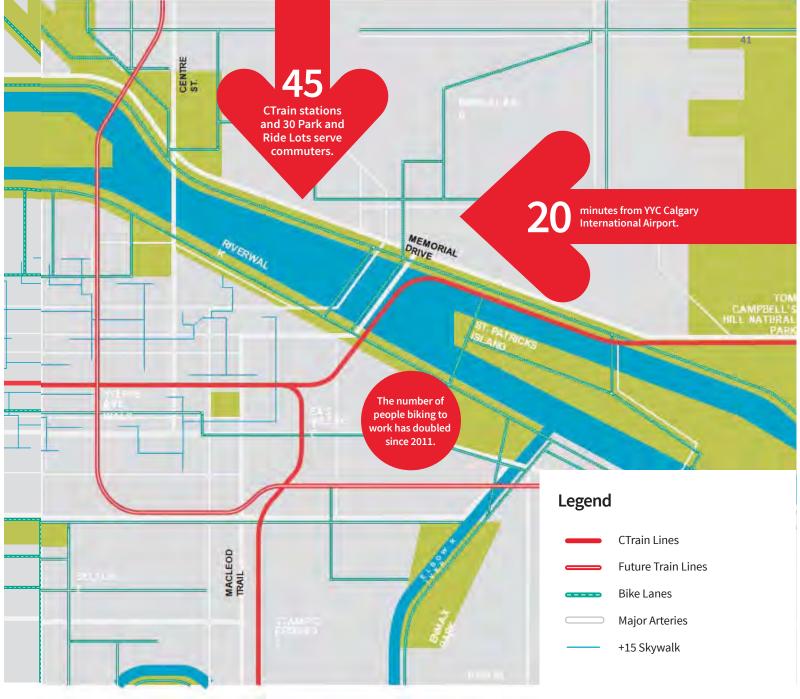
BY BUS

160

bus routes in the city.

Including five dedicated BRT (Bus Rapid Transit) routes.





Get around...



BY BIKE

180

miles of on-street bikeways and cycle tracks.

17,193 daily downtown bike trips as of 2016.



BY +15 SKYWALI

62

bridges connect 100+ buildings via weather proof skywalks.

At over 11 miles, the +15 is the world's largest elevated climate controlled pedestrian system.



FREE

The price of the CTrain in the downtown core.



4,486

cross the Peace Bridge every day.

DOWNTOWN INFRASTRUCTURE

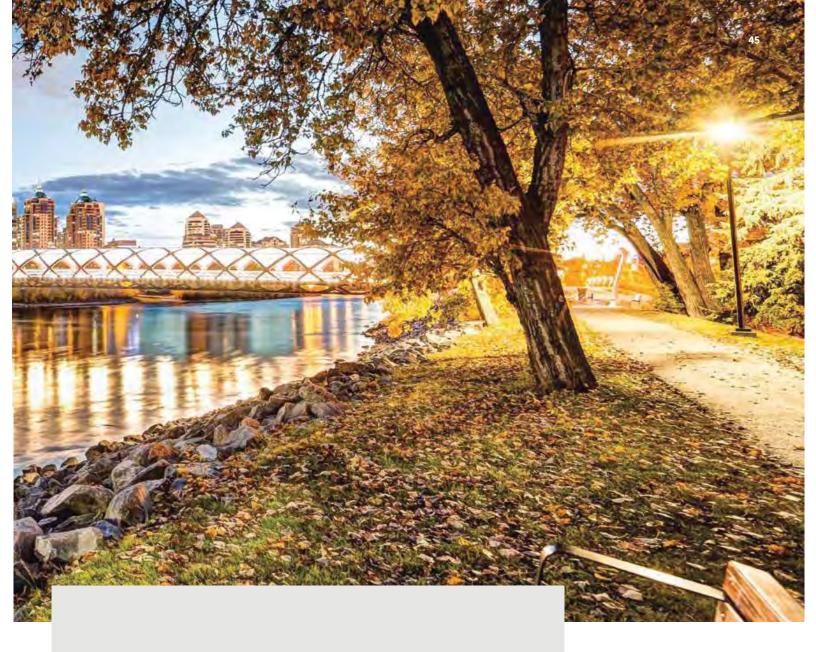
Calgary downtown office space has an additional advantage - an indoor +15 Skywalk system. With over 11 miles of above-grade retail infrastructure, this pedestrian walkway mimics a campus environment similar to those in suburban environments. It is the world's longest indoor pedestrian walkway system, and includes more than 60 enclosed bridges connecting the majority of downtown Calgary buildings. It promotes impromptu meetings and collaborations for busy executives.



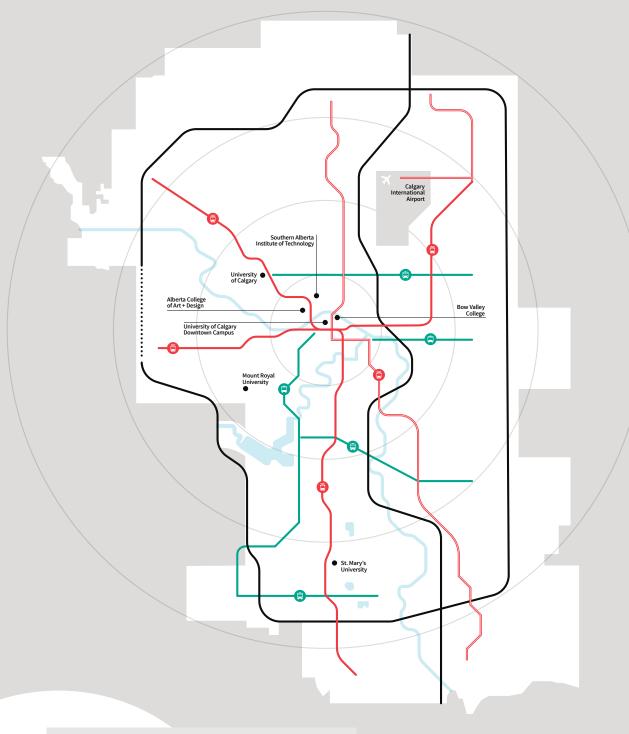








Potential location options for Amazon's Growth



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LRT Lines

Future LRT Lines

BRT/Transitway Lines

Major Highways

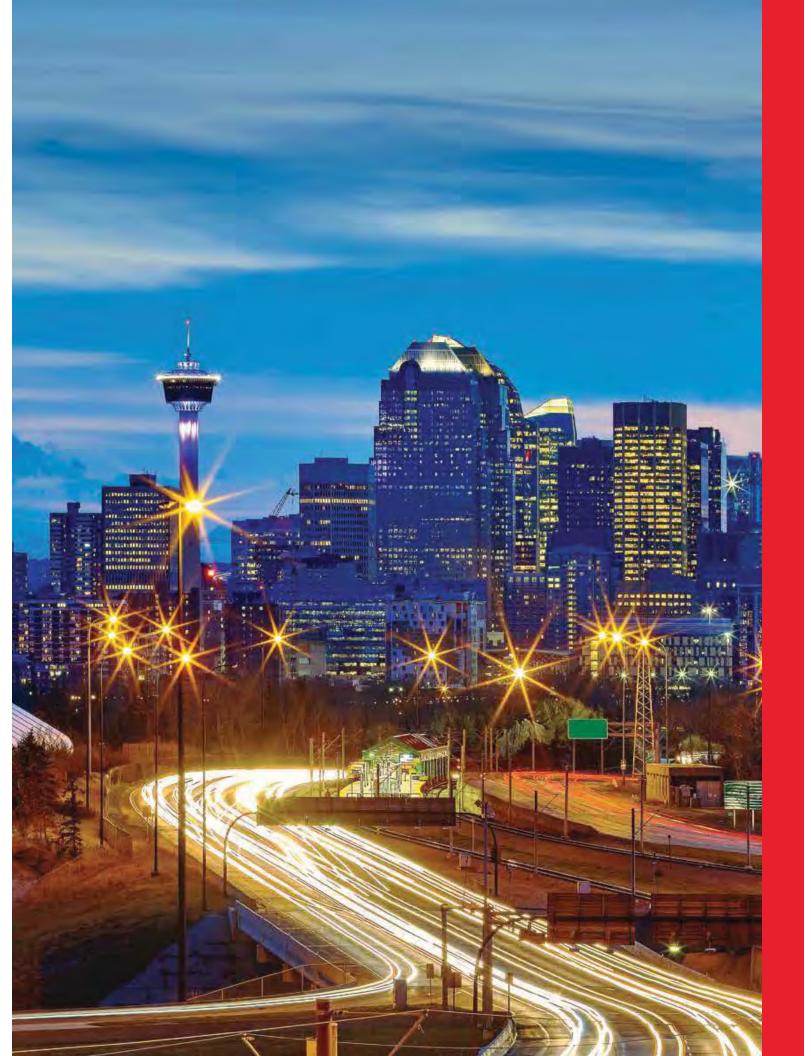
Post-secondary Institutions

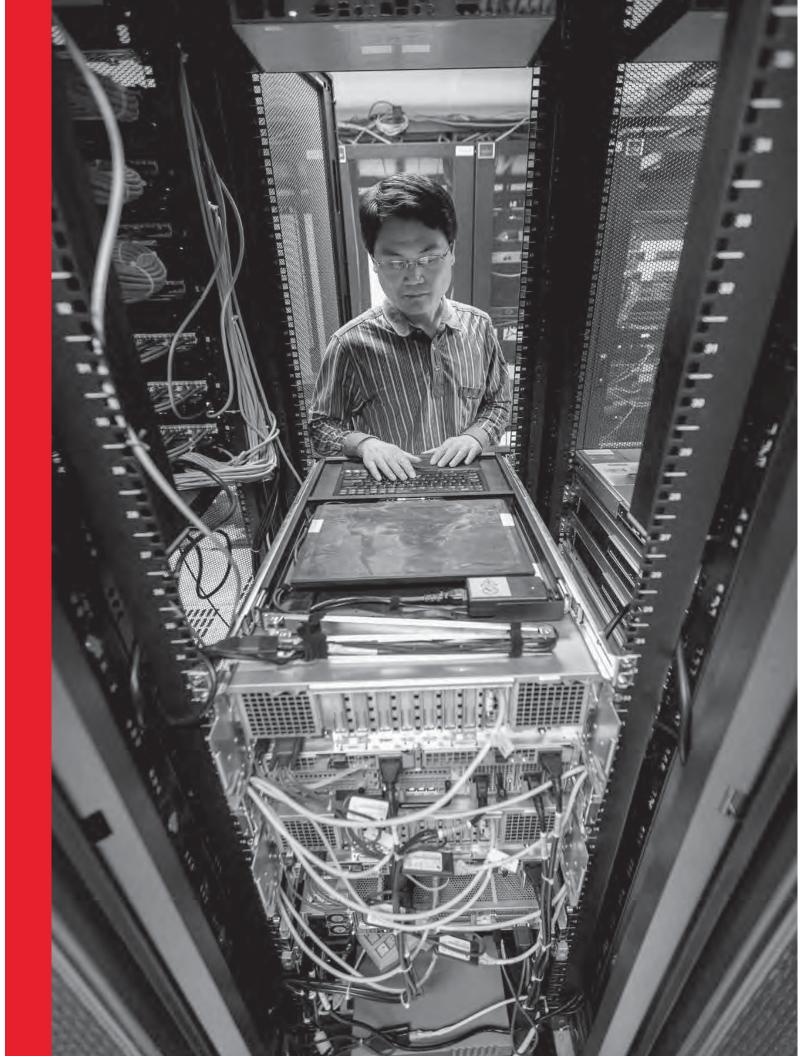
I have lived in Calgary all of my life. It is a vibrant, thriving artistic community filled with innovative people- thinkers and doers and believers! There is a real altruism here, a kind of support system that is palpable. People actually help each other and enjoy doing it. Calgary is progressive and open minded and unique in so many ways. The view of the Rocky Mountains alone is enough to steal your heart and earn your devotion.



SINGER-SONGWRITER

"





WE HAVE ENORMOUS
CAPACITY OF FIBER
CONNECTIVITY AND
CELLULAR PHONE
COVERAGE THROUGH
A CHOICE OF PROVIDERS.

CONNECTIVITY — FIBER

Amazon's Goal - Optimal fiber connectivity is paramount at HQ2. Amazon needs to move high volumes of data and does a significant amount of business on the cloud, so being connected directly to HQ1 and the world at large will be critical.

Calgary has fiber connectivity throughout the city, and is connected across the country and around the world. With Shaw Communications, one of Canada's largest telecom companies headquartered here, we sit right in the middle of a North American network. In addition, the Alberta government has been investing in data connectivity for over a decade to ensure that critical services like hospitals and schools are always connected.

The City of Calgary has also built a carrier-agnostic dark fiber network in the city. The fiber can be enabled to build a private campus and metro networks with connectivity options to long haul providers and numerous data centers. By combining The City of Calgary's fiber with other third-party fiber, this will enable you to architect highly resilient and redundant networks.

This means that you can:

 Enable information to flow directly between the two sites without any data being exposed to other networks. Some of your traffic will contain intellectual properties that you'll want to take exceptional steps to protect.

- Interconnect HO2 data center to secondary commercial data centers within Calgary.
- · Connect satellite locations or other partner companies located in Calgary.
- · Connect HQ2 network to the Calgary Internet Exchange.
- · Create wireless networks to test new technologies for Internet of Things or Smart City applications.
- · The downtown area has a controlled network with traffic controllers at most intersections. Each traffic controller has a 288 fiber optic cable and access point. This creates opportunities to deploy new networks throughout the downtown core for Wifi, LPWAN, 5G, CCTV, etc.

FACTS

108,000 miles of fiber capacity across the city, including 250+ miles of municipally-owned dark fiber.

Among other national and global connections, Calgary has 1.4 terabits of Internet Capacity East to Winnipeg and Chicago, and 1.1 terabits of Internet Capacity West to Vancouver and Seattle.

Calgary's Internet Exchange -YYCIX - has peering relationships with New York, Toronto, Vancouver and Seattle, and has four exchange locations within the city.

Zayo Networks, your provider in Seattle, has also invested in dark fiber capacity in Calgary and as a result, building a direct line from HQ2 to HQ1 with a trusted partner will be a relatively easy task.

WHY CALGARY:

WE HAVE THE CONNECTIVITY YOU'RE LOOKING FOR AND YOUR PREFERRED PROVIDER IS ALREADY HERE.

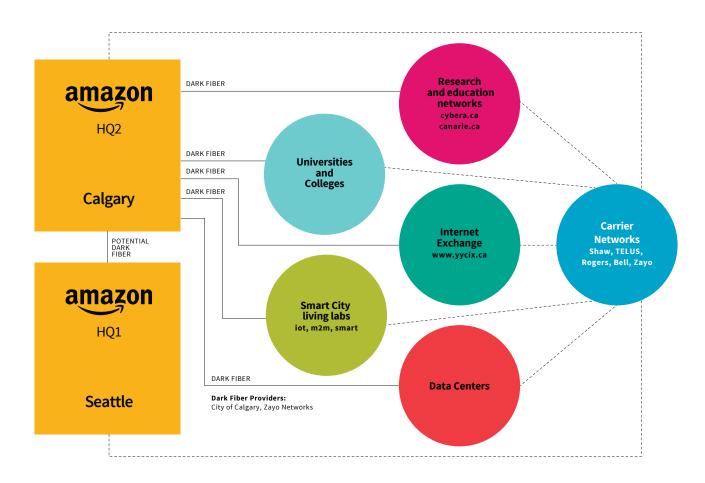


THE CITY OF CALGARY CONNECTIVITY AND DARK FIBER

Calgary's fiber interconnects with numerous data centers and your data center can connect with dark fiber to a number of carrier data centers and/or carrier-neutral data centers.

Intelligent intersections: The City of Calgary's dark fiber feeds numerous intersections providing a potential playground for innovation in intelligent traffic management.

Internet Exchange: The Calgary Internet Exchange (YYCIX) is a burgeoning exchange located in three Calgary data centers and City Hall, and the fiber is provided as an in-kind service to support the development of the IX.





CONNECTIVITY — CELLULAR NETWORKS

Amazon's Goal – Multiple cellular phone networks covering proposed

NW

SW

locations for HQ2.

76% geography has 3G or better coverage

> 100% LTE coverage

> > NE

Calgary has three major cellular providers: Bell, Rogers, and TELUS. All three provide blanket LTE coverage across the city and suburbs. Below is a coverage map demonstrating each individual carrier's LTE coverage.

WHY CALGARY: WE'VE GOT YOU COVERED WITH 100% LTE COVERAGE. The City of Calgary business environment and supportive ICT ecosystem has provided Hifi Engineering the opportunity to develop a made-in-Canada solution to a very relevant global problem in terms of improved pipeline safety. Our fiber optic based, preventative leak detection technology is now in high demand from regions all over the world, and we feel confident in our ability to deliver on this demand, as a result of our company being based in Calgary.

STEVEN KOLES

PRESIDENT, HIFI ENGINEERING

"

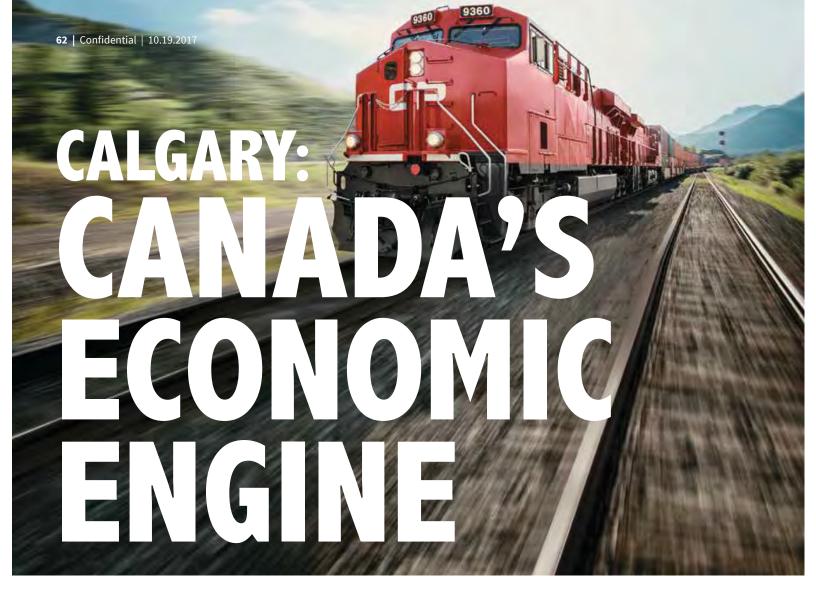






WE HAVE A STABLE, CONSISTENT AND CUSTOMER-CENTRIC BUSINESS ENVIRONMENT.

AS A HEADQUARTER CENTER, WE HAVE A HISTORY OF WELCOMING LARGE COMPANIES AND MANAGING RAPID GROWTH AND EXPANSION.



Amazon's Goal – A city that's ready to go on Day 1 and able to support Amazon's long-term growth.

ECONOMIC OVERVIEW

Calgary is the major urban center for the entire southern half of the province of Alberta, and is surrounded by an area of profound beauty with an unspoiled, resource-rich natural environment.

While Calgary is known for its strength in energy development, this rich history not only supported growth in adjacent industries, but also fostered a culture of innovation and technology development. The diversification of the economy over the last thirty years means the city has developed bench strength in other areas.

 As Western Canada's head office center, Calgary is internationally recognized as a **financial services center** with strong capabilities in investment banking, mergers and acquisitions, facilitating foreign direct investment private equity, along with wealth management and corporate banking.

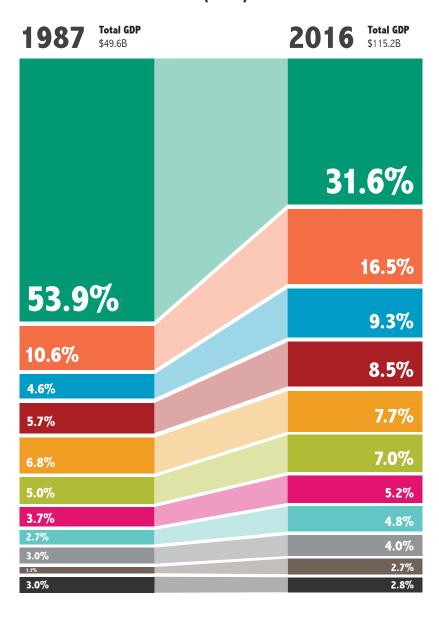
- Located at the intersection of the CANAMEX Trade Corridor and Trans-Canada Highway, Calgary is Western Canada's premier inland port. Calgary also has two Class A intermodal yards and Calgary International Airport is Canada's fourth busiest airport for cargo, with the capacity to double its volume.
- Alberta is the third largest exporter of agri-food produced in Canada. Calgary has a growing agribusiness and agri-tech cluster.
- Alberta's natural resources extend well beyond oil and gas
 with enormous potential in renewable energy sources and the
 expertise and policies in place to support its growth.

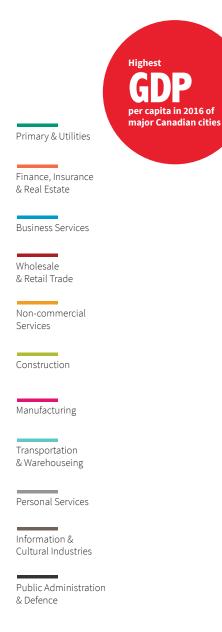
- Calgary's vibrant creative industry is responsible for 80 per cent of Alberta's film & television production and has more Oscar, Golden Globe and Emmy wins in the last 15 years than any other jurisdiction in Canada. The private sector and post-secondary institutions collaborate on R&D, creating emerging clusters in:
- Aerospace
- Clean energy tech
- Tech, including Artificial Intelligence, big data, cybersecurity, and drones
- Geomatics
- · Health sciences



WHY CALGARY: WE THINK BIG, AND WE ALWAYS HAVE. SOMETHING ELSE WE HAVE IN COMMON WITH AMAZON.

CALGARY GDP BY INDUSTRY (CAD\$)





Lightney Donos
Donos or Swam

LUNCH' 4-step Sketch

HUE THE!

BUSINESS FRIENDLY ENVIRONMENT

Amazon's Goal – A stable and business-friendly environment. Amazon thinks for the long-term, and needs a stable environment that reflects that.

Everyone's heard it before: there's nothing business hates more than uncertainty.

We get it.

Calgary is renowned for being the most businessfriendly city in Canada. That's why for decades, we have attracted head offices across multiple sectors and grown our workforce with exceptional talent known for their unparalleled work ethic and can-do attitude. You won't find a city that works harder than we do.

And we know risk. As the global energy center, Calgary is at ease handling big deals. Between 2012 and 2016, Calgary firms handled 9.5 per cent of the total number of energy-related deals across the world, representing 17 per cent of their total value, four times higher than Alberta's share of global energy production.

Whether you're talking about the city, the province, or the country, we pride ourselves on having a stable and regulated business environment. Alberta has the lowest debt-to-GDP ratio of all provinces, and the City of Calgary's financial position is solid, with low property taxes and a high credit rating.

Ш

We keep building on a good thing, as we forecast to have the highest GDP growth rate of Canadian cities in 2017 at 4.6 per cent.

WHY CALGARY: WE MEAN
BUSINESS. WE THINK BIG AND
PUNCH ABOVE OUR WEIGHT.

Our economy is diversifying, which means there are tremendous commercial opportunities.



HQ CITY

Amazon's Goal – Amazon's HQ2 will need executive and management talent. A co-equal headquarters will need to be able to source talent at the same level as Amazon currently has in Seattle.

It might surprise you to learn that Calgary has the highest concentration per capita of corporate headquarters of any city in Canada. We're not new to the headquarters game. As a result, there's a bench of sophisticated HQ talent here that will be able to fill the head office roles that Amazon needs.

WHY CALGARY: WE'VE EARNED THE TRUST OF SOME OF THE BIGGEST COMPANIES IN THE WORLD. AMAZON WILL FEEL RIGHT AT HOME ON DAY 1.

Shaw)

Market Cap: \$2.5B Industry: Communications



Market Cap: \$11B Industry: Aviation





Market Cap: \$58B Industry: Energy



Market Cap: \$68B Industry: Energy



Market Cap: \$4.2B Industry: Utility



Market Cap: \$24B Industry: Rail

LAW FIRMS

14 of the 15 largest law firms in Canada have offices in Calgary, with a total of 938 lawyers.

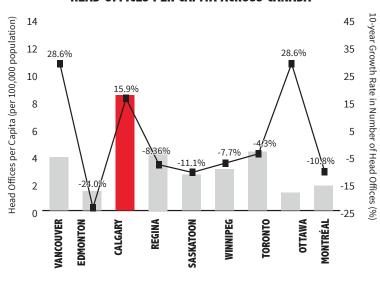
ACCOUNTING FIRMS

All of the Big 4 Accounting firms have offices in Calgary.

CANADIAN BANKS

The six largest Canadian chartered banks all have their regional head offices in Calgary.

HEAD OFFICES PER CAPITA ACROSS CANADA



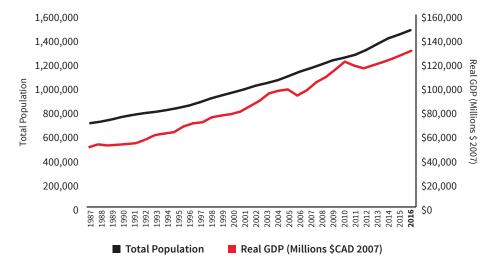
2017 Head Offices per Capita

■ 10-year Growth Rate (2008-2017)



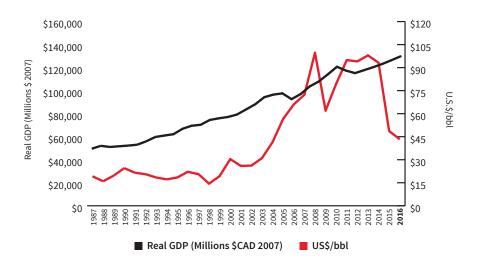
Not everyone has a track record like us. Calgary expanded and matured with the explosive growth of the energy industry. We know how to plan ahead to enable private sector growth we've done it before. Infrastructure, public facilities, utilities, and transit have kept pace with the growth of the economy and the quality of life has remained intact. We have our fair share of movers, shakers, and rainmakers who call Calgary home and who have made their fortunes here.

population growth of 2.7 per cent and average Real GDP growth of 2.1 per cent.



CALGARY CMA ANNUAL REAL GDP VERSUS CRUDE OIL PRICES

Despite volatile energy prices, Calgary's economy has continued to show strong growth.





VALUE OF BUILDING PERMITS ISSUED, BILLIONS OF DOLLARS

Overall value of building permits for all types of development, including new buildings, renovations to existing buildings, secondary suites, private and public sector.



WHY CALGARY: WE KNOW HOW TO HELP COMPANIES LIKE AMAZON SCALE RAPIDLY.



ENTREPRENEURIAL **OVERVIEW**

Amazon's Goal - HQ2 will need a city that grows with Amazon to adequately support their expansion. There needs to be small and medium businesses in the city that form an ecosystem and base of partners for Amazon.

Canada is a country built on small business. Relative to its population, Calgary has the highest number of small businesses per capita of the major cities in Canada. We know that entrepreneurship is the engine that drives our economy and for decades, Calgary has developed a strong ecosystem of entrepreneurs and small businesses supporting large employers. There is a passionate, entrepreneurial movement that is underfoot in Calgary where citizens are pivoting to embrace the new economy. In fact, 95 per cent of all

businesses in Calgary are small, and a full 20 per cent of these are in Professional, Scientific and Technical sectors. This means Amazon has a pool of talent and business owners ready to support and respond to the reverberations of Amazon HQ2.

- · Alberta's entrepreneurship rate and total early stage activity is the highest in Canada.
- We saw a 55 per cent increase in tech companies from 2012 to 2016... and we will build on that.

- Half of Alberta's fastest growing companies are in the Information and Communications Technology Sector.
- Calgary is one of the top markets for tech talent in Canada, based on a report taking into account 13 metrics, including tech talent supply, growth, concentration, cost, education, and industry outlook.

WHY CALGARY: ENTREPRENEURIAL ENERGY **MEANS THERE'S AN ECOSYSTEM OF SMALL AND** MEDIUM BUSINESSES IN CALGARY THAT WILL GENERATE IDEAS AND HELP AMAZON GROW.

AMAZON AT THE CENTER OF EVERYTHING



WHAT WE CAN BRING TO AMAZON



OTHER INDUSTRIES

- New goods, services & revenue
- Ideas
- Collaboration



GOVERNMENT

- Priorities
- Contracts, funding, policy, incentives
- Collaboration and partnership
- Tax, SRED



INDUSTRY COLLABORATION

- Ideas
- Collaboration



TECH ENTERPRISES

- Idea exchange
- Potential M&A
- New goods, services & revenue



RESEARCH LABS & INSTITUTIONS

- Research papers
- Funding
- Knowledge



INNOVATION LABS/INCUBATORS

- Ideas
- Collaboration



VENTURE CAPITAL

- Loan equity • Profit & ROI
- Interest



UNIVERSITIES & COLLEGES

- Research papers Funding
- Patents



ACCELERATORS

• Ideas Facilities

PRIVATE SECTOR RESEARCH & **DEVELOPMENT**

Amazon's Goal - Amazon is constantly researching, creating and marketing new and innovative products and services, and an ecosystem of research and commercialization is important for HQ2.

We do our share of innovating here. We figured out a way to get the oil out of the sand - profitably. We figured out how to keep growing, even though the price of oil is half of what it was a few years ago. We figured out how to diversify our economy. And if you asked us for a short description of our people, we'd call them problem-solvers. You're one of the most innovative companies in the world, so the question you have to be able to answer when it comes to HQ2's location is "are we going to be surrounded by companies and people as focused on solving real problems and getting solutions to market as we are?"

Some of the biggest R&D spenders in the country are in Calgary including Canadian Natural Resources (#5), Suncor Energy (#15), and Imperial Oil (#17).

Alberta Innovates, which supports and funds entrepreneurs across the province as they grow and scale, invested \$200M in 2016; every dollar they invest generates an additional \$28 in follow-on funding, the vast majority of which comes from the private sector.

Calgary is a focal point of R&D in geomatics, positioning, and navigation including the first viable application for indoor navigation.

Alberta's private sector

WHY CALGARY: WE HAVE **LOTS OF EXPERIENCE** INVENTING, SIMPLIFYING, AND GETTING PRODUCTS TO MARKET.





PUBLIC SECTOR RESEARCH & DEVELOPMENT

Amazon's Goal – Talent and capacity to support R&D and commercialization.

In addition to the R&D happening in the private sector, our public sector institutions have a long history of investing in R&D and partnering with the private sector to solve problems and get solutions to market. Just a few of the world-renowned facilities and institutions that you'll find here are:

- Alberta Centre for Micro Nano Technology and the National Research Council (NRC) Nanotechnology Research Centre
- Alberta Machine Intelligence Institute
- Alberta Food Processing Development Centre

- · Calgary Centre for Clinical Research
- Canadian Centre for Energy Systems
 Analysis Research and the Global Research
 Initiative in Sustainable Low Carbon
 Unconventional Resources
 at the University of Calgary

In addition, the Government of Canada is developing a new, comprehensive Intellectual Property strategy to support commercializing innovation. This strategy will ensure Canada's IP regime is modern and supports commercialization and creativity, and fosters an ecosystem that supports businesses to grow to scale, while ensuring that firms have the awareness and incentive to strategically use IP to grow and compete.



TIME TO **OPERATIONS**

Amazon's Goal - HQ2 will be an

extremely complex project on very aggressive timelines. The city of choice needs to have the ability to provide quick project progress through the necessary processes and approvals. **Case Study** Home Depot Rapid Deployment Centre. When The Home Depot selected Calgary as the location for their Rapid Deployment Centre, the City of Calgary met tight deadlines to build a major bridge across a canal to ensure linkages to critical goods movement corridors. The internal collaborative process with key city departments was able to expedite approvals for the bridge design and construction in record time, allowing Home Depot to begin operations and supply their stores across Canada faster than originally anticipated.

We have experience helping international companies grow and expand in our city and have very efficient and effective permitting processes that drive transparency, predictability and timeliness in the process.

| TYPE OF APPROVAL | ZONING | TIMELINE AND DETAILS - CALGARY | TIMELINE AND DETAILS - SEATTLE |
|------------------------------------|---|--|--|
| Zoning Amendment | Special Purpose, Commercial & Mixed Use, Industrial, Direct Control | Where land use change is required, 180 days to the Calgary Planning Commission; 42 additional days to City Council | 180 days to 420 days (Land Use Permit) 240 to 480 days (Full Design review) |
| Development Permit | Commercial, Industrial & Mixed Use | 120 days to approval, including customer time; may run concurrent to Land Use Amendments | 60 days to 240 days (addition/ alteration permit) |
| Change of Use | Permitted Use (no relaxations, no changes to site plan) | 1 day to 3 days to approval | 150 days to 210 days (Administrative Conditional Use Permits) |
| Change of Use | Discretionary use or relaxations required (no changes to site plan) | 60 days to approval | 120 days to 180 days (Construction Permit – New Building, Multi-family, Commercial, Mixed Use, or Industrial) |
| Building Permit | Commercial Buildings | 56 days, excluding time on hold; Partial permits issued within 21 days | Unknown |
| Development Site Servicing Plan | N/A | 35 days/submission | Unknown |
| Utilities | N/A | 245 days to 365 days | Unknown |



Testimonial

Jorden Dawson | Director, Industrial Development | Beedie Development Group.

"As Beedie continues to increase its presence and portfolio in Calgary's real estate market, the city's predictable timeframes and transparent process is an important foundation that enables Beedie to confidently move forward with future land acquisitions and development opportunities. However, and most importantly, our communication with experienced and knowledgeable staff who not only efficiently navigate us through the regulatory process but also understand and support our vision to achieve high-quality development has been the most rewarding."



With the support of all orders of government, we embrace the challenge to translate our promises into action. We have developed a concierge service under the oversight of the City Manager and the President and CEO of Calgary Economic Development. We embrace the challenge to translate our promises into action. To demonstrate our customer care commitment, we have identified two senior executives as key account managers for Amazon.





Campbell Berry,

Manager of Major Projects, The City of Calgary

Point-of-contact for all city services, including:

 Development services including approvals, site servicing, managing permitting processes across city departments

This section has been redacted/removed subject to section 21(1)(b) of the Freedom of Information Protection of Privacy Act.

- Coordination of planning and transportation infrastructure, including bike lanes, parking services, and road and lane closures
- Corporate services including economic forecasting, housing supply forecasting, open data access and analytics



Deana Haley,

Vice President of Client Services, Calgary Economic Development

Point-of-contact for all non-city-related services, including:

- Working with post-secondary institutions and training facilities to coordinate learning activities
- Supporting talent recruitment
- Facilitating site selection
- Working with other levels of government to finalize incentive packages
- Working with other stakeholders as required to meet your needs

This section has been redacted/removed subject to section 21(1)(b) of the Freedom of Information Protection of Privacy Act.

WHY CALGARY: YOU THINK YOU'RE OBSESSED WITH YOUR CUSTOMERS? WAIT UNTIL YOU MEET US.

COMMUNITY **SUPPORT**

Amazon's Goal - A supportive population that embraces Amazon's HQ2. You want to do business in a place where the whole community wants you to be there.

HQ2 is going to be a large, complex project with a significant impact on Calgary and Calgarians. We can play a pivotal role in ensuring a smooth transition into the community.

Calgary Economic Development and The City of Calgary will play an active role in promoting the economic and social benefits that Amazon will inject into the community, ensuring that the connection between Amazon's presence in the city and the jobs, innovation, and community-building that results are always at the forefront of our communication.

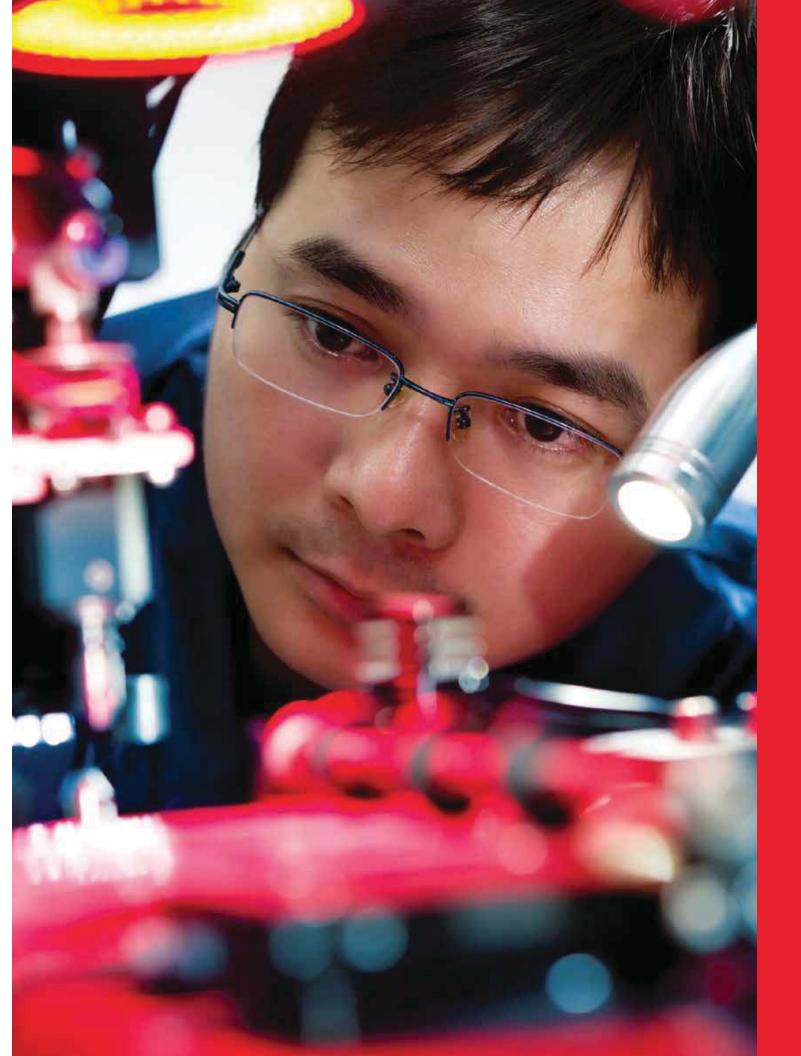
Amazon HQ2 will find fast friends among Calgary's business community. Our businesses believe in growing the market, and they are receptive to new investments and business expansions. We collected several examples of this in the letters of support attached to this bid.

Calgarians are excited about the possibility of Amazon HQ2 landing in our city. A community portal we launched to crowdsource marketing ideas grew to 1,200 members and generated more than 150 ideas for elevator pitches to Amazon.

The Calgary Herald and Calgary Sun polled Calgarians and discovered overwhelming public support to recruit Amazon HQ2.

#LOVEYYC #AMAZONYYC #HQ2

WHY CALGARY: KEEPING THE **COMMUNITY EXCITED AND ENGAGED ABOUT AMAZON IS KEY TO ENSURING YOUR** LONG-TERM SUCCESS. YOU'VE GOT OUR COMMITMENT.





WHEN IT COMES TO DOLLARS AND CENTS, YOU CAN'T BEAT CALGARY.

ON HEALTH CARE ALONE, YOU COULD SAVE \$600M PER YEAR.

THAT'S JUST PART OF THE BUILT-IN ADVANTAGE OF CHOOSING CALGARY.



on efficiency.

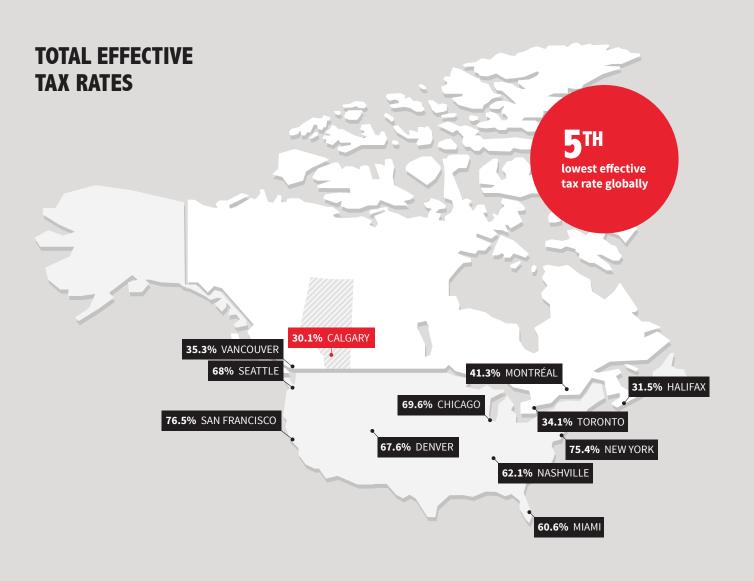
WHY CALGARY: YOU'RE FRUGAL... AND OUR TAXES WILL APPEAL TO THAT SIDE OF YOU.

Lowest

overall business taxation in the G7

Alberta

No provincial sales tax, provincial payroll tax, land transfer tax, or health care premiums





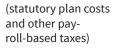


OTHER CORPORATE TAXES



(property taxes, capital taxes, sales taxes and miscellaneous business taxes)

STATUTORY LABOR COSTS



TOTAL EFFECTIVE TAX RATES

HEAD-TO-HEAD

CORPORATE TAX STRUCTURE — SEATTLE COMPARISON

| CATEGORY | CALGARY | SEATTLE |
|--------------------------------------|---|--|
| Federal Corporate Income Tax | 15% | 32.9% |
| Provincial/State Income Tax | 12% | 0% |
| Total Corporate Income Tax | 27% | 32.9% |
| Gross Receipts Tax | 0% | 0.471% |
| Unemployment Insurance | 0.02282% (to a maximum of \$893.64 per employee) | 0.6% (to a maximum of \$42 per employee, assuming maximum FUTA credit is received) |
| Provincial/State Unemployment Tax | 0% | 1.24% (Estimated average rate, to an estimated maximum of \$558 per employee) |
| CPP/Social Security | 4.95% (to a maximum of \$1,957.33 per employee) | 6.2% (to a maximum of \$7,886.40) |
| Medicare/Health Premiums | 0% | 1.45% (to a maximum of \$2,900) |

To demonstrate what this actually looks like, we ran the numbers at \$100,000 annual income:

| CALGARY | SEATTLE |
|---------|---------|
| \$864 | \$42 |
| \$0 | \$558 |
| \$1,957 | \$6,200 |
| \$0 | \$1,450 |
| \$2,821 | \$8,250 |



WHY CALGARY: DO A DEEP DIVE: PAYROLL COSTS ARE TWO THIRDS LOWER IN CALGARY WHEN COMPARED TO SEATTLE.

TAX STRUCTURE — CANADIAN COMPARISON

Calgary has no payroll tax, health care premiums or provincial sales tax. And we have no land transfer tax.

| | VANCOUVER, BRITISH COLUMBIA | CALGARY, ALBERTA | TORONTO & OTTAWA, ONTARIO | MONTRÉAL, QUEBEC |
|---|--------------------------------|---------------------|------------------------------|---------------------|
| 2016 Total Effective Tax Rates (City Level) | 35.3% | 30.1% | 37.7% | 41.3% |
| Provincial Sales Tax | 7% | 0% | 8% | 9.975% |
| 2017 Provincial Corporate Income Tax (General) | 11.0% | 12.0% | 11.5% | 11.8% |
| 2017 Provincial Corporate Income Tax (Small Business) | 2.0% | 2.0% | 4.5% | 8.0% |
| 2016 Provincial Payroll Tax (Employer Health Premiums) | 0% | 0% | 0.98% - 1.95% | 2.7% - 4.26% |
| 2016 Land Transfer Tax | 1% - 2% | 0.0% | 0.5% - 2% | 0.5% - 3.5% |
| 2016 Local, Provincial & Federal Gasoline Tax | 42.17¢/L | 23¢/L | 24.7¢/L | 33.2¢/L |
| 2017 Carbon Pricing (per tonne of emissions) | \$30 | \$20 | \$18 | \$18 |
| 2016 Health Care Premiums (Annual) | \$0 - \$900 | \$0 | \$0 - \$900 | \$0 - \$660 |

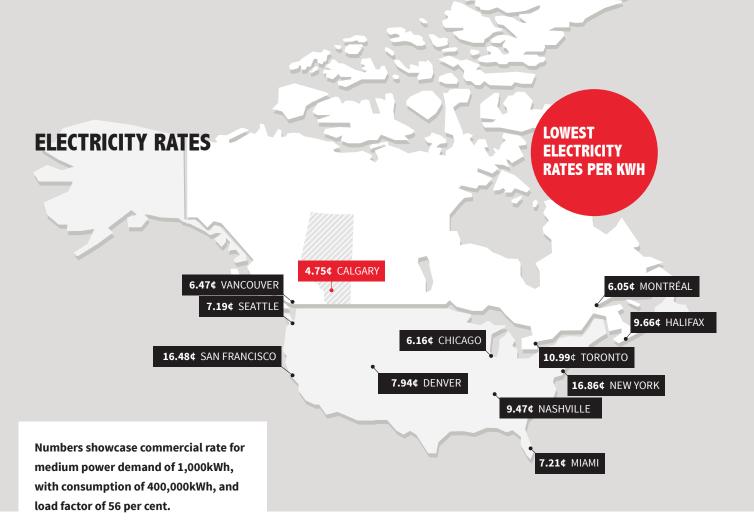


Finding a cost-effective environment for both the entry and scale-up phases of this project is an important part of your decision.

Based on the software industry grouping, overall salary and wages in Calgary are 76% of those in Seattle. Below are some specific comparators in categories Amazon highlighted as important for HQ2.

LABOR COSTS

| CATEGORY | SUB-CATEGORY | WAGES IN CALGARY | WAGES IN SEATTLE |
|----------------|---|---------------------|---------------------|
| Executive/ | Senior Management | \$172,066 | \$217,260 |
| Management | Middle Management | \$95,488 | \$140,848 |
| Engineering | Accredited Engineers | \$93,861 | \$106,877 |
| | Software Engineers | \$81,112 | \$127,678 |
| | Engineering Technologists and Technicians | \$66,207 | \$67,666 |
| Legal | Lawyers | \$111,160 | \$138,220 |
| | Legal Assistants and Paralegals | \$50,715 | \$64,810 |
| Accounting | Accountants and Auditors | \$77,131 | \$75,110 |
| | Accounting Clerks and Bookkeepers | \$37,750 | \$45,510 |
| Administrative | Human Resources and Administrative Professionals | \$ 57,376 | \$55,689 |



Calgary offers a 34 per cent cost advantage on electricity and an 8 per cent cost advantage on natural gas ensuring your employees and Amazon's building operations budget are comfortable in any season.

ENERGY & LABOR COSTS

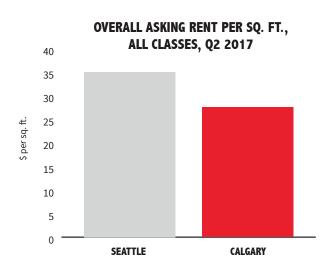
| ITEM | CALGARY | SEATTLE | % ADVANTAGE |
|--|-----------|-----------|-------------|
| Electricity Rates (cents per kWh) | 4.75¢/kWh | 7.19¢/kWh | 34% |
| Natural Gas Rates (per thousand cubic feet) | \$3.77 | \$4.11 | 8% |

WHY CALGARY: WHEN YOU COMPARE HQ2 TO HQ1, CALGARY HAS A 14 PER CENT COST ADVANTAGE OVER SEATTLE.



Calgary's office occupancy rates rose through the last decade led largely by the growth in the energy sector which has suffered a significant setback recently. The setback is creating the highest vacancy rates in Canada for AAA downtown buildings and an opportunity for Amazon to be in a strong negotiation position for office rent. Amazon is in a great position to meet its goals in Calgary.

WHY CALGARY: PRIME REAL ESTATE IS EXTREMELY COST-COMPETITIVE COMPARED TO SEATTLE. AND YOU CAN MOVE IN TOMORROW.



83.9

CALGARY
Construction Cost Index
(U.S. National Average = 100)

103
SEATTLE
Construction Cost Index
(U.S. National Average = 100)

18%

ADVANTAGE of Calgary vs Seattle



HEALTH CARE COSTS

Amazon's Goal – To provide economical but extensive health care coverage to their employees from Day 1.



Health care keeps coming up as a hot-button issue in the U.S., so we know this must be on your radar. Universal health care in Canada means that if you need to see your family doctor or go to the hospital, you don't pay for it out of pocket. Neither does your employer. In fact, the government negotiates drug prices here too, making prescription drugs more affordable for citizens.

What that means for Amazon is that on Day 1, you'll realize significant savings because of the difference between what you pay for health insurance premiums in the U.S. and what you would pay here. Health care in Canada is not linked to employment or incomes, so your employees will have peace of mind about their coverage.

Canadian employers pay on average 25 per cent of payroll in health care costs and benefits, compared to 37 per cent in the U.S. – meaning savings of up to \$600M USD a year for 50,000 employees paid an annual salary of \$100,000 USD each.

You might be wondering what kinds of outcomes our system results in:

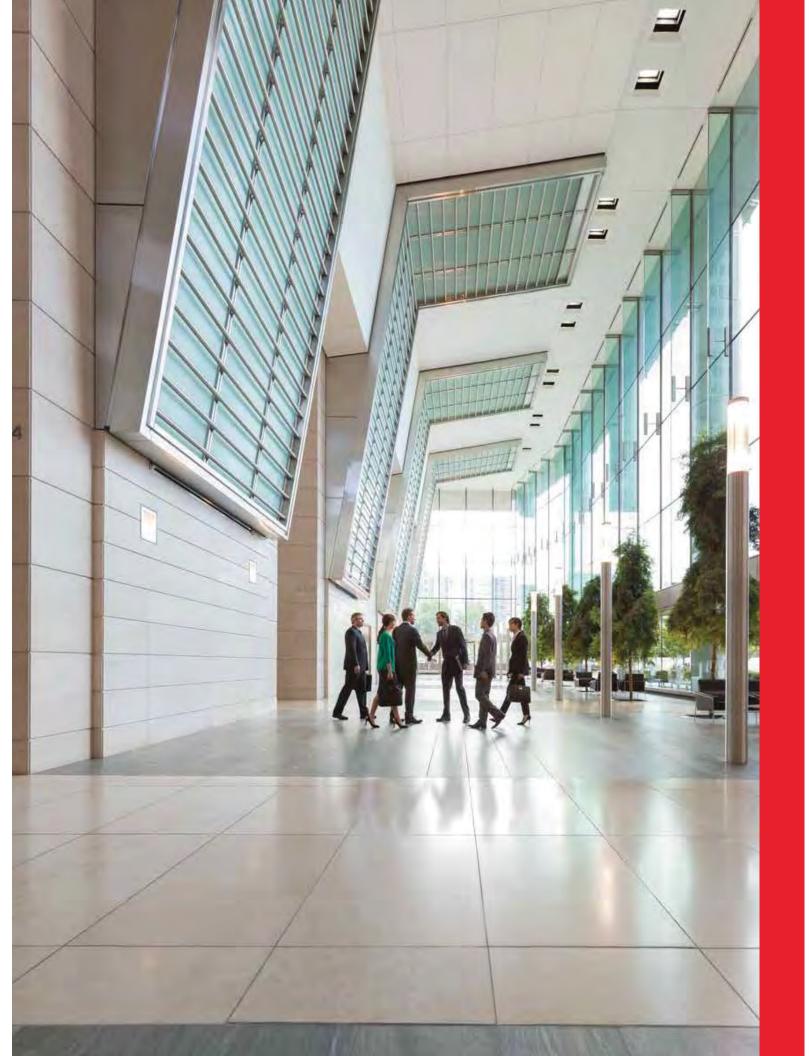
- Alberta has a lower infant mortality rate (4.2 per 1,000 live births) than the American national average (6.0 per 1,000 live births).
- Alberta's life expectancy (81.3 years) is higher than America's (78.8 years).
- Canada's survival rates for breast and colorectal cancer are among the highest in the OECD.

WHY CALGARY: YOU COULD BE SAVING \$600M ON HEALTH CARE PER YEAR – EVERY YEAR. When I moved to Calgary from Iran to do my PhD, I thought Calgary would be a temporary stop before Silicon Valley, as it is the place for machine learning experts and all software engineers alike. That view quickly changed when I got involved with the startup community and eventually started my own company. Now we have more than 20 people in our company from almost every part of the world and I cannot be more proud to call Calgary home.

ABBAS SARRAF, PHD

"

CO-FOUNDER AIMSIO







WE WANT YOU HERE.

WE'LL WORK WITH AMAZON TO MAKE SURE THAT CALGARY REMAINS THE MOST COMPETITIVE PLACE TO DO BUSINESS IN NORTH AMERICA.

HQ2 is going to be a big undertaking for Amazon, and has the potential to transform the city in which it lands. Amazon needs to understand how governments at all levels are going to support HQ2, what the magnitude of the total benefit will be, and what process and timelines will have to be followed.

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COMPETITIVE **ENVIRONMENT**

As the financial climate will be paramount to positioning Alberta as the choice for HQ2, the Government of Alberta is considering enhancing several programs.

CAPITAL INVESTMENT TAX CREDIT (CITC)

Initially designed to encourage manufacturing, processing and tourism infrastructure companies to make capital investments in Alberta. The CITC is a 2-year program that provides a nonrefundable tax credit valued at 10% of a corporation's eligible capital expenditures, up to \$3.8 million.

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SUSTAINABILITY

Alberta is a North American leader in policies and programs that support investment in renewable and energy efficiency technologies.

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ECONOMIC DEVELOPMENT INVESTMENT FUND (EDIF)

A \$7.6M fund approved by Calgary City Council in Summer 2017, EDIF is meant to help the city leverage private investments. As the EDIF is new and has not yet been used, there is significant flexibility in deploying it and the city has indicated that Amazon's investment would be eligible.



TRAINING AND DEVELOPMENT

The Government of Alberta is committed to training and attracting a talented workforce that is capable of thinking big and solving problems. Amazon requires access to the best local talent available – and given that six in seven members of its existing Seattle workforce moved there from somewhere else, attraction of workers must also be considered.

ENHANCING THE SUPPLY OF TALENT

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 The post-secondary system is a key advantage the Alberta government can focus and direct towards Amazon's needs. Considering the scale of Amazon's new technology, logistics and computer engineering expertise requirements will be in high demand. Enhanced training could be targeted by the primary, secondary and, most importantly, the post-secondary system to support the goals of building a talent pipeline and innovation ecosystem, including internships and co-op programs developed in partnership with Amazon.

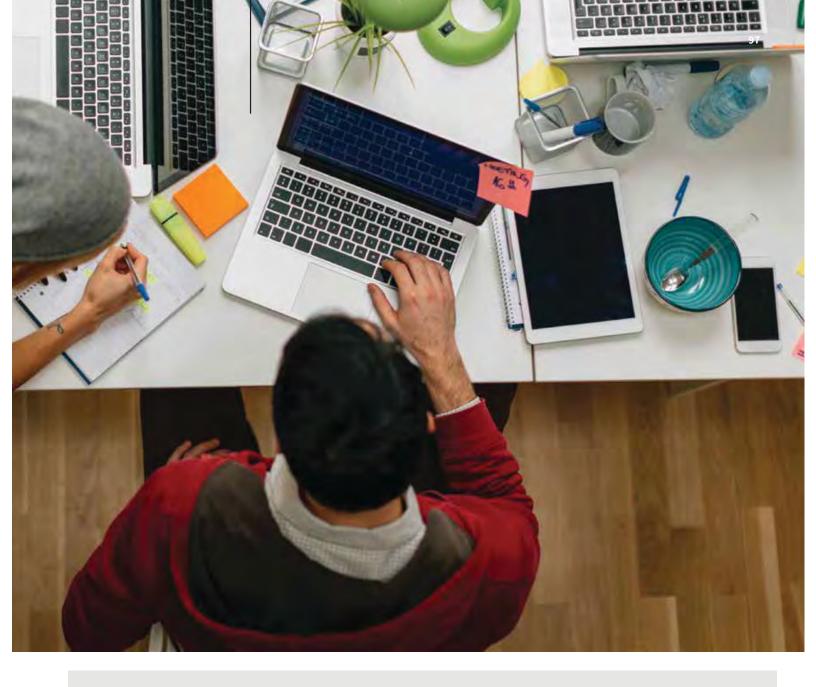
CANADA-ALBERTA JOBS GRANT

To enhance the local workforce, Amazon and the Province could also share costs within the Canada-Alberta Jobs Grant Programs to directly train future Amazon employees.



SCIENTIFIC RESEARCH & EXPERIMENTAL **DEVELOPMENT**

After taking tax credits into account, Canada is one of the most cost-effective countries in the world to engage in R&D. Both Canada and Alberta support innovation and entrepreneurship through the Scientific Research and Experimental Development (SR&ED) Tax Incentive program. Alberta offers a refundable tax credit of 10 per cent of R&D spending, up to \$300,000 per year and the federal government offers a non-refundable tax credit of 15 per cent of all eligible tax credit of 10 per cent of R&D spending R&D spending. An added benefit of SR&ED tax credits is that they can be carried forward 20 years or back three years, as long as they are claimed within 18 months. to businesses in all sectors



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Calgary is perfect as sort of a center of gravity. It puts us smack dab in the middle of Canada. Calgary was attractive because of its international airport as well as its available labor pool. Some of the people De Beers Canada hired locally were laid-off oil and gas industry workers with expertise in resource exploration and extraction. We picked up some very, very good people out of the oil industry and we're extremely thankful for that. We want to hold on to them.



CEO, DEBEERS CANADA

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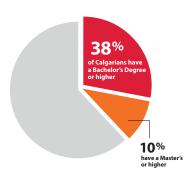


WE HAVE A YOUNG, DIVERSE AND HIGHLY-EDUCATED WORKFORCE TO SUPPORT HQ2 ON DAY 1 AND INTO THE FUTURE.



Amazon's Goal – A large and growing population base to enable growth up to and beyond 50,000 Amazonians.

Everybody knows the war for talent is real, but in Calgary you'll access technical and head office talent with deep expertise in complex problem solving. Our workforce is young, highly educated, sophisticated, and continues to grow. In fact, Canada's talent pool is **the most highly educated** among OECD countries. With the highest concentration of engineers and geoscientists in Canada, some might even call Calgary a city of brainiacs. Our STEM talent accounts for more than 27 per cent of our graduates (Bachelors degree or higher). We have the highest percentage of women in the workforce in Canada; and, we have a history of attracting and retaining top talent in our city from all over the world. We know you already have literally thousands of really smart people working at Amazon. Calgary has plenty more for you.



26.2%

of population immigrated here 36.4

Median age

28.1%

of population are visible minorities 886,600

Size of workforce, up 25% in the last decade

76.6%

Aged 20 or higher

\$76,000
Median household income

ATTRACTING INTERNATIONAL TALENT

Amazon's Goal - The ability to bring in talent from around the world and find the right mix of talent to scale fast.

No city has a large number of unemployed software developers. However, Calgary has been one of the most successful North American cities in attracting young professionals to move here for job opportunities. We have recruited top talent from across Canada, the U.S. and around the world for years to support the explosive growth of the energy industry. In the last 40 years, Calgary tripled in size and in 2016, nearly 60 per cent of our population growth came from international markets.

We will work to do the same with you to support the growth of HQ2 and Amazon.

Our diversity, quality of life, cost of living and local amenities means we easily attract and keep talent here. We're not just saying this, we've actually done it before. We deliver. And because of our diversity, we can support your global ambitions – we speak the language and understand the culture virtually everywhere.

FACTS

Canada ranks 1st in quality of life, 2nd in citizenship and education, and 2nd overall, when ranked among 60 countries on 65 attributes.

In an assessment of 43 features in seven categories that make cities attractive to newcomers, here is how Calgary stacked up:

- #2 with Grade A in Overall Ranking
- #1 with Grade A for Economy
- #1 with Grade A for Innovation
- #5 with Grade A for Housing

TOP 10

Most attractive cities

150
Number of countries immigrants in Calgary come from

120
Languages spoken

240 Ethnic origins

10% of our population was born in India

9.5% of our population was born in China

Amazon's Goal –
Amazon needs to attract,
develop and retain the
best. The war for talent
doesn't stop at national
borders anymore.

WHY CALGARY:

OUR VISA AND WORK
PERMIT APPLICATION
PROCESS IS VERY
EFFICIENT. IT ONLY
TAKES UP TO 14 DAYS TO
PROCESS INTERNATIONAL
WORK PERMITS.

Our government is supporting industry to win the global talent race. Rather than closing borders and limiting immigration, Canada is working harder than ever to connect to the world, recruit talent, and help immigrants settle here. Companies operating in Canada can keep sourcing the best talent from around the world. For Amazon, it means that the people you have working in Canada can return home to see their families without worrying about whether they'll be turned away when they try to come back.

Attracting talent is key to any country's economic growth. Canada and Calgary are taking steps to make it even easier for companies like Amazon to access the right people from around the globe.

Specifically, Canada has launched a Global Skills Strategy that will see work permit applications for highly-skilled workers processed within 14 days. We're also committed to processing open work permits for their spouses and study permits for their kids in the same time frame. We have created a Dedicated Service Channel for employers making significant investments in Canada to get personalized support in navigating the immigration system.

In addition, Calgary has confirmed Amazon will be eligible for Dedicated Service Channel from Immigration Refugee Citizenship Canada. We can also quickly bring H-1B visa holders from the U.S. to Canada through the International Mobility Program.



82

Organizations in Calgary providing settlement services to new immigrants

>60

That focus on workplace training and job placements

Offering mentoring and networking services +

Offering cultural competency training for business

WHY CALGARY:

WE WANT THE BEST AND THE BRIGHTEST TO COME TO CALGARY... BECAUSE IT MAKES ALL OF US STRONGER.



Amazon's Goal – A highly-educated workforce, able to fill head office roles. HQ2 will be an equal head office to HQ1 in Seattle.

What keeps executives up at night? Sourcing the right talent to scale quickly. Calgary is home to some of the world's best head office talent and consistently produces what people out of our market call "A++ engineers." We're big thinkers. We've been transforming the global energy industry since 1947 with relentless innovation. What's more, Calgary resources are affordable. We know you'll bring some of your A Team with you. We're willing to bet they will be blown away with the quality of our talent.

WHY CALGARY: WE HAVE EXCEPTIONAL AND AVAILABLE HQ TALENT IN CALGARY.

HERE'S AN OVERVIEW OF OUR TALENT:

| CATEGORY | SUB-CATEGORY | AVAILABILITY IN CALGARY | WAGE INFORMATION |
|--------------------------|--|----------------------------|---------------------|
| Executive/ Management | Senior Management | 2,800 | \$172,066 |
| | Middle Management | 26,100 | \$95,488 |
| Engineering | Accredited Engineers* | 32,200 | \$93,861 |
| | Software Engineers* | 2,900 | \$81,112 |
| | Engineering Technologists and Technicians | 9,400 | \$66,207 |
| Legal | Lawyers | 7,000 | \$111,160 |
| | Legal Assistants and Paralegals | 4,500 | \$50,715 |
| Accounting | Accountants and Auditors | 29,600 | \$77,131 |
| | Accounting Clerks and Bookkeepers | 18,200 | \$37,750 |
| Administrative | Human Resources and Administrative Professionals | 98,300 | \$57,376 |

^{*}Software Engineers are included in the figure for Accredited Engineers, but called out separately here as per Amazon's HQ2 RFP

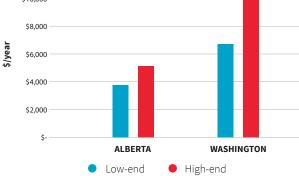


HIGHER EDUCATION

— OVERVIEW

Amazon's Goal - A highly-educated workforce, able to fill head office roles now and into the future. HQ2 will be equal to HQ1 in Seattle and will need the same skills and expertise.

ANNUAL TUITION, UNDERGRADUATE DEGREE \$10,000 \$8,000 \$6,000



Lowest and highest tuition for an undergraduate program at a public institution

Our workers are able to think critically, collaborate to solve situations, and bring innovative solutions to Amazon's most complex situations. With the highest provincial post-secondary completion rate in Canada, our people seek out new learning opportunities, evidenced by the fact that 66 per cent of the workforce has post-secondary education. Our commitment to developing the brightest workforce is demonstrated by the 26 publicly-funded institutions in Alberta, including six universities, two technical institutes, 11 public colleges, five private university colleges, and two arts and culture institutions. Calgary is home to seven of those institutions. Providing accessible education that is cost effective for students translates to lower training costs for businesses. Annual tuition for an undergraduate program in Alberta is 38 per cent to 57 per cent cheaper than Washington State:

This table breaks down the total number of graduates in Alberta, the number of STEM programs and number of STEM graduates:

| | ALBERTA | CALGARY | | | | |
|--|------------------|----------------|--|--|--|--|
| Total Graduates, Previous 3 Years | | | | | | |
| 2013-14 | 48,094 | 17,012 | | | | |
| 2014-15 | 48,536 | 17,467 | | | | |
| 2015-16 | 50,289 | 18,666 | | | | |
| Total | 146,919 | 53,145 | | | | |
| | CTEM Dve gve met | | | | | |
| | STEM Programs* | | | | | |
| Science | 47 | 28 | | | | |
| Tech | 6 | 3 | | | | |
| Eng & Eng Tech | 43 | 30 | | | | |
| Math & Com Science | 21 | 14 | | | | |
| Total | 117 | 75 | | | | |
| | | | | | | |
| Total STEM graduates, from previous 3 years* | | | | | | |
| 2013-14 | 8,701 | 3,780 | | | | |
| 2014-15 | 8,760 | 3,703 | | | | |
| 2015-16 | 9,196 | 4,061 | | | | |
| Total | 26,657 (18%) | 11,544 (21.7%) | | | | |
| | | | | | | |

^{*} Classification of instructional programs (CIP)

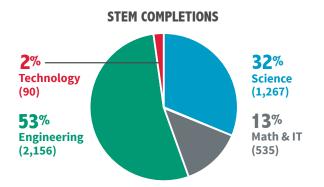
Further detail on the specific graduates at the **Alberta and Calgary levels** demonstrate how broad our STEM programs are in terms of science, technology, engineering, math, and computer science.

Having the right talent on Day 1 will accelerate your business goals. Calgary's four institutions offering STEM programs are responsible for 44 per cent of all STEM graduates in the province.

We produce and attract a disproportionate number of STEM workers - and we're not slowing our pace. Like Amazon, we know the future belongs to the people who can interpret, manipulate and decode data. Data is the new oil!

HIGHER EDUCATION

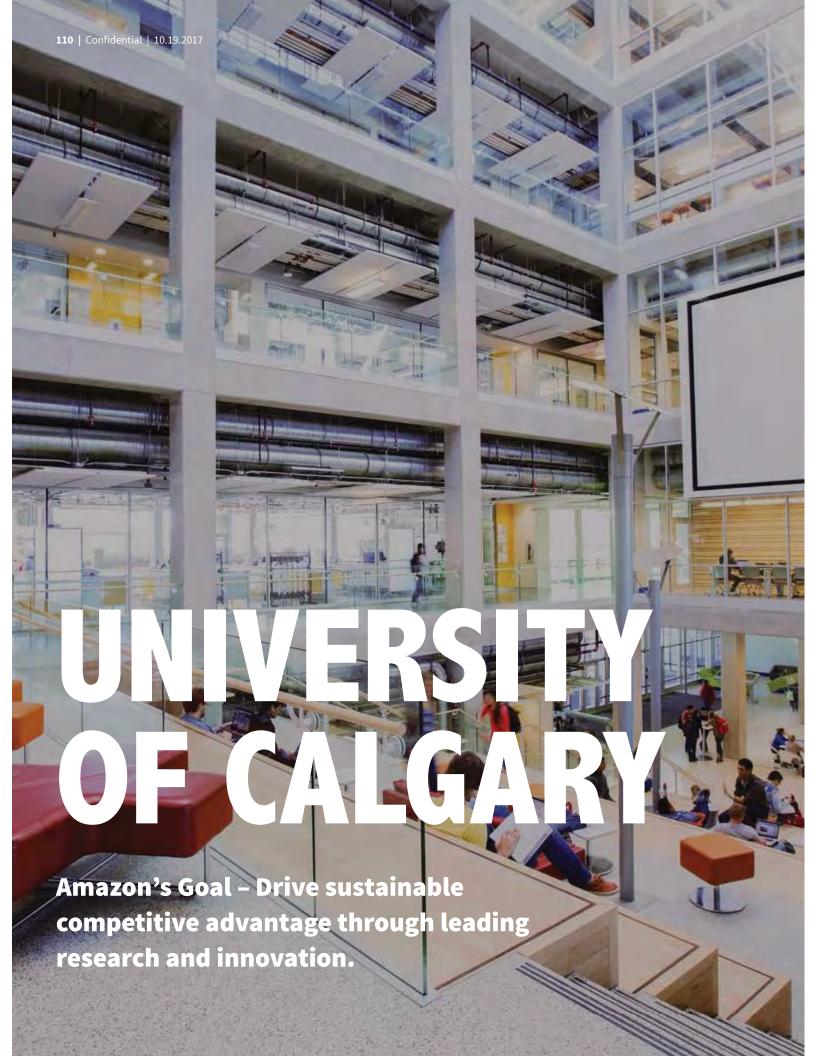
- CALGARY



| FACTS | | | | | |
|--|---|---|--------------------------------|--|---------------------------|
| Calgary Institutions | UNIVERSITY OF CALGARY | SAIT | MOUNT RO UNIVERSITY 1910 | Bowyattey | Other* |
| Total Graduates over 3 Years | 20,542 | 20,687 | 6,056 | 4,666 | 1,194 |
| STEM Programs Science Tech Eng & Eng Tech Math & Com Science Total | 26 1 10 6 43 | 2 2 21 8 33 | 4 1 1 3 9 | 0 0 0 0 0 | 1 0 0 0 0 |
| Non-STEM Programs | 81 | 77 | 57 | 32 | 23 |
| Graduates from STEM Programs over 3 Years 2013-14 2014-15 2015-16 Total | 2,305 2,176 2,285 6,766 | 1,357 1,402 1,663 4,422 | 88 96 74 258 | 0 0 0 0 | 0 8 16 24 |
| Graduates from Relevant Programs over 3 Years | 600 MBAs 871 Legal 175 Software Engineering | 5 | | ess/Commerce ess Administration Inting | |

Includes: Alberta College of Art and Design, Ambrose University and St. Mary's University.

WHY CALGARY: EACH AND EVERY YEAR CALGARY PRODUCES QUALITY STEM GRADUATES – AND WE'D BUILD MORE CAPACITY WHEN AMAZON GETS HERE.



The University of Calgary (UCalgary) is one of Canada's top universities and Calgary's premier post-secondary and research institute with over 30,000 students enrolled. With significant partnerships and research infrastructure geared towards value creation in the private sector, UCalgary leverages research funding from the private sector. In fact, it ranks #6 in Canada for sponsored research funding. The European Centre for Science and Technology Leiden ranked UCalgary fifth overall in Canada for its scientific performance in 2016. Uniquely, UCalgary offers a five-year joint B.Sc. (Eng) and B.Comm that prepares students for entrepre neurial opportunities in an evolving technology-based economy.



SAMPLE OF PARTNERSHIPS

UCalgary has over 250 international partnerships and offers 19 programs of study under the international articulation model. Industry specific programs include:

Cumming School of Medicine

Through a partnership with the Calgary Zone of Alberta Health Service, the Ward of the 21st Century (W21C) is a research and innovation initiative that conducts health systems research with the overarching mandate to improve patient safety and quality of care.

Hunter Centre of Entrepreneurship

Established in 2017 with the largest private gift in Canada to create a cross-faculty entrepreneurship hub, the Hunter Centre is an interdisciplinary nucleus for activities that will support entrepreneurial student experiences, enable faculty to lead in innovation, and expand a growing community of entrepreneurs and innovators.

MakeCalgary

A community-based research platform in UCalgary's Faculty of Environmental Design. One high-profile initiative is the Age-in-Place Laneway Housing project which involves collaboration with the O'Brien Institute for Public Health, the W21C, and Alberta Health Services.

Advancing Canadian Wastewater Assets

A project between UCalgary and The City of Calgary with a research facility embedded in the City's Pine Creek Wastewater Treatment Centre to help develop alternative wastewater treatment systems.

Werklund School of Education

And the Calgary Board of Education are developing the Leading for Learning graduate program, which cultivates the educational leadership competencies required in rapidly changing and technologically-rich schools.

Urban Alliance

A research partnership between The City of Calgary and UCalgary to benefit the community by addressing complex, high-priority urban issues.

UNIVERSITY **OF CALGARY**

The University of Calgary has achieved global recognition for its research excellence over the past 30 years and continues to lead in many areas.

AUTONOMOUS SENSING SYSTEMS, DEVICES & PLATFORMS

UCalgary is an established leader in geomatics engineering & related technology development for autonomous mobile systems. It continues to lead globally in technology development and commercialization in areas including:

- · Sensor technologies -Global Navigation Satellite Systems, Micro electro-mechanical Systems, imagers
- · Integration of navigation satellite, wireless communication and geospatial systems to support intelligent location-based services for improved precision, availability and robustness
- · Interoperable, intelligent and reusable Internet of Things (IoT)
- · Satellite transmitters, transponders, receivers, antennas and imagers for global connectivity
- Unmanned aerial vehicle (UAV) based multi-sensor system & processing platform for mapping & monitoring

ARTIFICIAL INTELLIGENCE (AI)

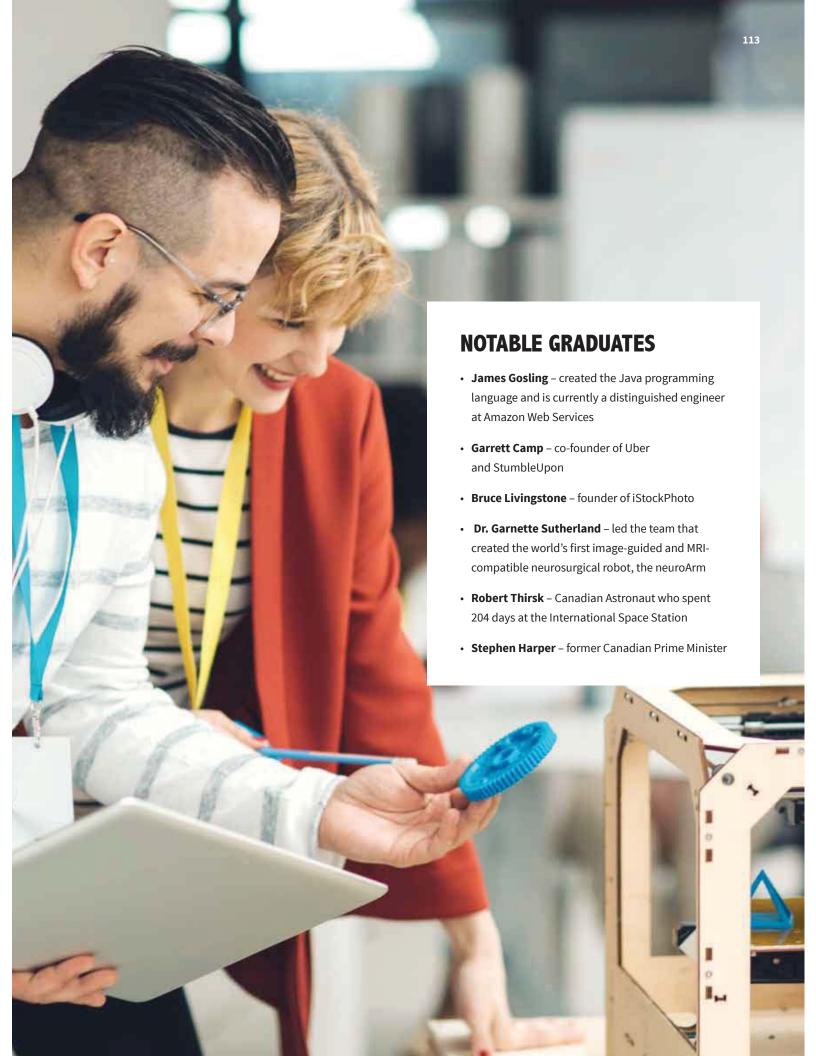
Areas of specialization in AI include:

- · Deep learning/machine learning (ML) for medical imaging and precision medicine
- · Visual analytics and immersive analytics to bring humans into decision-making processes (in 2D and 3D environments; immersive analytics integrates ML/analytics with augmented/virtual reality)
- Applications in autonomous/ unmanned systems, smart grid, smart cities, intelligent transportation, design and manufacturing automation, robotics predictive control, biometrics, environmental monitoring, and earth-space sensing systems
- · Applied ML for geomatics and sensor networks
- ML & analytics for information security
- Analytics for sustainable natural resource management and extraction
- · Health analytics

INFORMATION AND CYBERSECURITY

The Institute for Security, Privacy and Information Assurance (ISPIA) is a multi-disciplinary Institute at the University of Calgary, devoted to research and educational activities in all aspects of information protection, with strong linkages to industry and community. ISPIA provides security solutions that rely on in-depth mathematical analysis and provable properties of algorithms, protocols and systems, applicable to different environments and a broad range of real life problems. Focus areas include:

- Laboratories
- · Legal, ethical, social and philosophical issues
- · Mathematical foundations of cryptographic algorithms
- · Modeling and evaluating security
- · System and software security
- · Wireless and communication security



The Southern Alberta Institute of Technology (SAIT) is a polytechnic institute that offers more than 100 career programs in technology, trades and business to over 15,000 students. SAIT has developed customized applied learning in automation, robotics, manufacturing design, coding and software development within the Schools of Manufacturing & Automation and Information & Communications Technologies.

One of Canada's top applied-research colleges, SAIT has 35,000 sq. ft. of well-equipped, specialized research labs and facilities, and a full-time research staff, solely dedicated to providing the services organizations need to take their products from concept to prototype and to market. Because of SAIT's focus on applied research solving real world problems, the employer satisfaction rate for SAIT graduates is over 90 per cent.

WHY CALGARY: SAIT HAS ONE OF THE MOST ADVANCED DRONE RESEARCH PROGRAMS IN CANADA.



DRONE TECHNOLOGY

Industry leaders in developing drone technologies and Radio Frequency Identification.

The Foremost Test Range,
3 hours from Calgary is one of the largest test ranges in North America and has approvals for beyond visual line of sight testing. Unique in North America, it has the ability to test up to 18,000 feet above sea level.

SAIT is a leader in drone training, and has a ground and flight school, is developing mapping and videography courses for launch in 2018, and has additional courses being developed for deployment post 2018.





Mount Royal University (MRU) was founded in 1910 and has grown to over 9,200 students. Known for small class sizes, high-quality teaching and their work experience programs, MRU strives to be innovative and offer their students programming and experiences that will prepare them for their future careers. The school partners with the community through the Institute for Innovation and Entrepreneurship, the Institute for Environmental Sustainability and the Institute for Community Prosperity.

Undergraduate programs are offered in a range of disciplines including arts, business, communications, community and health studies, music, theatre arts, and science and technology. MRU brings strong indigenous partnerships which includes: member and active participant in the Circle on Philanthropy and Aboriginal Peoples in Canada; sponsor of the Treaty 7 Field School at MRU, MRU speaking event Wab Kinew: Investing in Tomorrow; advisor to a national Aboriginal Social Innovation Summit; and signatories to the Declaration of Canadians for a New Partnership.

WHY CALGARY:

OUR TRAINING PROGRAMS ARE TAILORED AND READY-MADE TO BENEFIT THE COMPANIES THAT NEED TO MEET THE SKILLS REQUIREMENTS FOR THEIR BUSINESS.

PARTNERSHIPS

Trico Changemakers Studio

Collaborating with the private sector and the Indigenous community, the Studio is a dedicated space for on and off campus change-makers to develop products, programs and processes in service of a better world

Ashoka Changemaker Campus

With Ashoka University, a private, research-focused school in India, MRU operates in a socially and environmentally conscious ways to address local and global challenges

Enactus Mount Royal

Part of Enactus MRU's Business Advisory Group

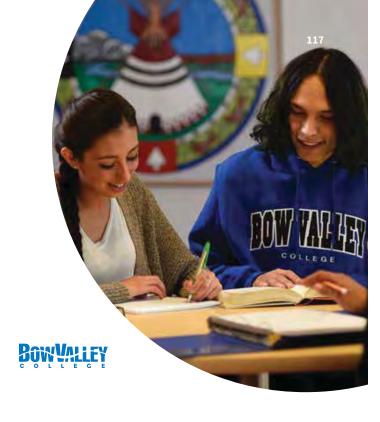
Queens School of Business

Working with Queen's University, the Centre for Social Impact educates students and fosters outreach, research and advocacy on issues of social impact.



BOW VALLEY COLLEGE

Amazon's Goal – Drive sustainable competitive advantage through leading research and innovation. Staying ahead of the competition is only possible through continuous research and innovation.



Bow Valley College (BVC) is the only comprehensive community college in Calgary. Over 6,300 students are working to obtain job-ready skills in preparation for viable careers in a changing economy. As Alberta's first vocational school, BVC offers more than 50 highly respected career-focused programs that include one-year certificates, two-year diplomas, and post-diploma certificates in career programs, adult upgrading, and English as a second language.

BVC's programming delivers applied education and combines introductions to theory with practical and technical skills. BVC also embeds soft skill development across all of its program curricula to produce work-ready graduates. Some of the specific programming aligns with Amazon's direction:

- The new School of Creative Technologies offers interdisciplinary programs bringing business and design together to meet the needs of the digital age.
- A unique Digital Marketing major.
- A Digital Design Diploma is planned for implementation in 2018, and the College is planning a number of certificates at the post-diploma level or higher, including Data Management and Analytics, User Experience Design and Supply Chain Management. In addition, BVC is also considering additional credentials in cybersecurity, cloud development and information systems.

PARTNERSHIPS

Bow Valley College is the only Canadian academic partner, and only one of 14 world-wide, to partner with Adobe's Analytics Academic Initiative. Both WestJet and Alberta Treasury Branch are users of Adobe's Analytics platform and are headquartered in Calgary. By partnering with Adobe to provide training and certification in the Adobe Analytics platform through the Digital Marketing program, graduates are uniquely qualified to support WestJet and ATB's analytics workforce.

WHY CALGARY: OUR COLLEGES PROVIDE HANDS-ON PRACTICAL APPLICATION TEACHING TO SUPPLEMENT OUR UNIVERSITY SYSTEM AND BRING A RANGE OF REQUIRED SKILLS TO MARKET.



Amazon's Goal – Drive sustainable competitive advantage through leading research and innovation. Staying ahead of the competition is only possible through continuous research and innovation.

With a satellite campus in Calgary, the University of Alberta (U of A), is a world leader in Artificial Intelligence and machine learning, and recently attracted Google/DeepMind's first international lab. The U of A was founded in 1908 and is one of the Top 5 universities in Canada and Top 100 in the world with a number of accolades including:

- Ranked third in the computer science rankings of Artificial Intelligence and machine learning compared to the University of Toronto which ranked seventh in the top 50.
- Ranked as the top 30 International MBA programs by the 2016 Bloomberg Businessweek International MBA survey.
- Ranked first in Canada for 3M National Teaching Fellows, a major teaching award. Received 14 in the last ten years.
- Ranks fifth in Canada for number of research chairs at 84.

Known as one of the most research intensive institutions in Canada, U of A researchers are changing the lives of many. Here are some of the most striking examples:

Michael Houghton's advance toward a hepatitis C vaccine

Robert Burrell's nano-particle wound dressing

Paul Armstrong's cardiac research

Catherine Bell's celebrated research in indigenous and Métis law has helped to reshape Canada's justice system

WHY CALGARY:

THE UNIVERSITY OF ALBERTA IS ONE OF THE TOP FIVE UNIVERSITIES IN CANADA AND TOP 100 IN THE WORLD WHICH WILL CONTRIBUTE TO AMAZON'S ABILITY TO BUILD A STRONG TALENT PIPELINE.

Anne Naeth's techniques for reclaiming land damaged by resource development

Jillian Buriak's work on solar cells

U of A's engineering co-op program, established in 1981, is the second largest such program in Canada, is formally accredited by the Canadian Association for Cooperative Education (CAFCE) and constitutes approximately 50 per cent of the engineering student body, who have the option to specialize Computer Engineering, Electrical Engineering, Engineering Physics, Materials Engineering, Chemical Engineering, Civil Engineering, Mechanical Engineering, Mining Engineering, and Petroleum Engineering.



PARTNERSHIP

U of A has over 400 teaching and research partnerships with 50 countries and over 100 institutes and centers. Key partnerships include:

Amii, the Alberta Machine Intelligence Institute

A research lab at the University of Alberta to enhance understanding and innovation in a number of subfields of machine intelligence. Their researchers are world-leaders in a number of subfields of Machine Learning and Artificial Intelligence, called machine intelligence. Recently Amii has affiliated with UK Based DeepMind (acquired by Google in 2014), providing cutting-edge Al developments.

Executive Education

The only internationally recognized Professional Development Provider in Alberta, ranked by Financial Times of Rankings in London and offering programs for individuals in leadership, management, strategy, innovation, and project management, to name a few. In addition, they work with companies to develop programs addressing their unique needs.



Canadians fundamentally believe that equal access to a worldclass education is every child's right, regardless of background or socio-economic status. It is on this foundation that Canada has developed one of the strongest public education systems in the world.

We know how critical it is to prepare the next generation for the future. That's why the Government of Canada is investing nearly \$40M in CanCode, a new program that will equip youth with the digital and coding skills they need to be successful in the new digital economy.

Alberta is already setting an impressive track record for developing science-based talent, ranking first in Canada in the Programme for International Student Assessment (PISA) Science results. More impressive still is the province has closed the gender gap, with girls and boys on an even scale of achievement in the PISA Science scores.

Calgary's education landscape is diverse, offering a variety of options in both public and private schools. 91 per cent of Calgary students attend one of 355 public schools rich in culture and language, including French Immersion, Spanish, German and Cantonese/Mandarin.

WHY CALGARY:

ALBERTA BOASTS ONE OF THE STRONGEST AND MOST AFFORDABLE PUBLIC SCHOOL SYSTEMS ON THE PLANET, AND WILL PRODUCE SOME OF THE SMARTEST FUTURE AMAZONIANS.



Education in Calgary is increasingly geared towards preparing students for the digital economy.

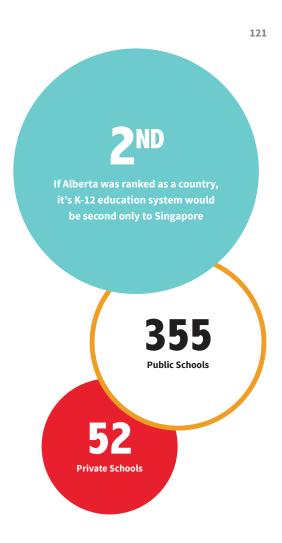
Students from K through 12 are exposed to the Information and Communication Technology Curriculum, which provides a broad perspective on the nature of technology.

Middle school students in Grades 5 through 9 can also enroll in an optional program called Career and Technology Foundations (CTF). More than 30,000 students participated in 2016-2017, opening their eyes and minds to the possibilities of careers in technology. They can be challenged even further by joining a robotics club called Makerspace which introduces them to design, programming and computational skills via platforms such as Dash

and Dots, Little Bits, WeDo and LEGO Mindstorms.

There are 134,000 students enrolled in Computer Science Programming across Calgary's public and private schools, which offers courses in Computer Science, Robotics, Design, Information Processing, Networking and Design.

In 2016, more than 80 per cent of high schools in Calgary had students who earned credits in Computer Science Courses including Robotics Microprocessors & Artificial Intelligence, Virtual Modeling, CAD 2, and Server Side Scripting.



Outside of the classroom, Calgary is an ideal incubator for future tech talent.

- Each September, Beakerhead infuses Calgary with inspiring and thought-provoking spectacles highlighting the collision of arts, science and engineering.
- Calgary hosts a variety
 of Robotics and Science
 Competitions including
 the International Science
 Olympiad, VEX Robotics,
 and First Steamworks.
- Over a dozen Makerspaces in the city provide the environment and tools to foster emerging invention and creativity, prototyping and experimentation.
- External clubs such as
 STEM Learning Lab, FIRST
 Robotics and Alberta Tech
 Alliance provide students
 with a platform to pursue their
 competitive goals. In addition
 to inspiring young minds,
 these external non-profit
 organizations help students
 prepare for competitions and
 bring their ideas to life.

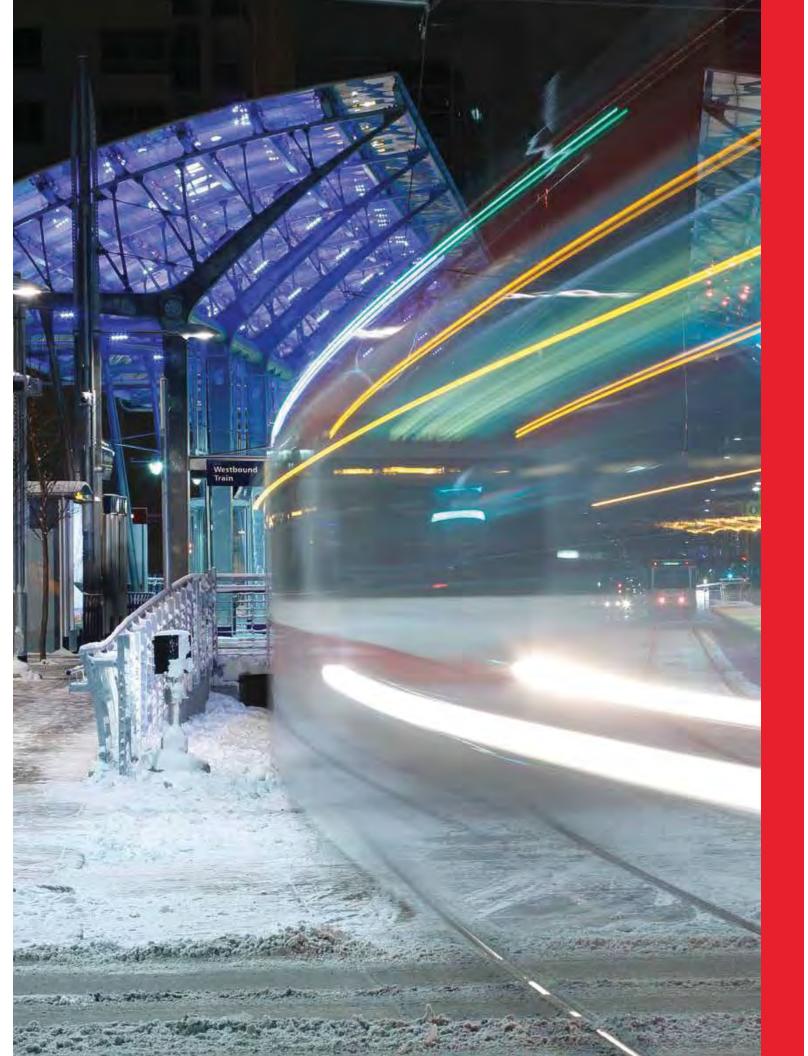
Alberta Women's Science
 Network is an umbrella
 organization that supports
 33 programs and initiatives
 to build capacity in STEM and
 enable a culture of diversity and
 inclusivity. Each year, AWSN
 reaches 10,000 adults and
 12,000 youth, and deploys 600
 volunteers through hosted and
 member programs.





HEY, AMAZON. WE SERIOUSLY HAVE THE BEST PEOPLE HERE.







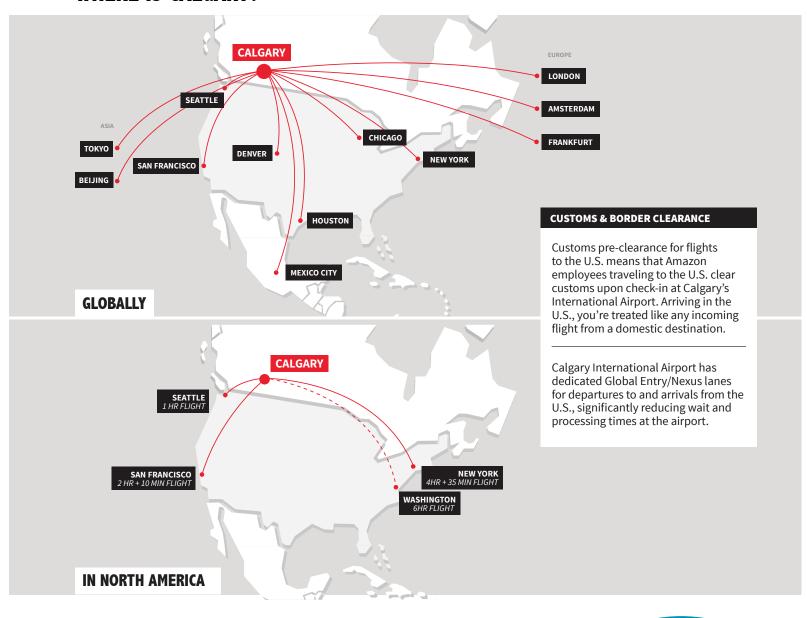
EASY TO GET TO, EASY TO GET AROUND.

A quick one-hour flight from Seattle, Calgary is just a short drive to the majestic Rocky Mountains and 10 of the most exhilarating ski resorts in the world. The Calgary International Airport, commonly referred to as YYC, is 12 miles from downtown – about 20 minutes – and boasts a brand new \$1.75B international terminal expansion. With the new longest runway in Canada, YYC has increased its capacity for more international flights as the city continues to grow.

In the '90s, we didn't have an airline to call our own... so Calgarians created one. Starting with three aircraft in 1996, employee-owned WestJet now has a fleet of 156 aircraft, with orders for a further 48 Boeing 737 MAX and 10 Boeing 787 Dreamliners to support an extensive international expansion. And, among many other accolades, they are Canada's most trusted airline.

WHY CALGARY: LOCATING HQ2 IN CALGARY MEANS EMPLOYEES CAN DO A SAME-DAY RETURN TRIP TO SEATTLE (WE'VE DONE IT AND MADE IT HOME IN TIME FOR DINNER!).

WHERE IS CALGARY?



FACTS

1-hour flight to Seattle; up to seven daily direct flights

2.5-hour flight to San Francisco; up to five daily direct flights

4.5-hour flight to New York; two daily direct flights

Fourth busiest passenger traffic in Canada; 16M passengers in 2016, with the capacity to double

WestJet has more than 120 daily departures to destinations across Canada, the U.S., Mexico, the Caribbean and the UK. Network-wide, WestJet operates more than 700 flights daily to more than 100 destinations in 21 countries.

YYC has nonstop flights to 78 destinations around the world, including London, Paris, Tokyo and Beijing.

WESTJET

As Calgary's hometown airline, WestJet is excited for HQ2 and would be happy to sit down with Amazon, Calgary International Airport, The City of Calgary, and the business community to discuss how to make a daily direct flight from Calgary to Washington, D.C. a reality.

LOGISTICS HUB

Amazon's Goal - Personnel travel and logistics needs, both from population centers to the Project site, as well as between company facilities, are critically important.

Calgary is a cargo and logistics hub, no matter how you're shipping. With a newly expanded cargo facility at YYC Airport, two intermodal railway yards and located at the crossroads of the Trans-Canada Highway (East/West) and the CANAMEX Trade Corridor, it's easy to get products into and out of Calgary.

FACTS

One of only two Canadian airports to offer direct cargo and passenger flights to Europe and Asia

Fourth busiest cargo air hub in Canada with the capacity to double the volume we currently handle

Largest cargo apron (1.68M sq. ft.) with direct access to largest on-airport warehousing in Canada, in-ground fueling and cargo services including customs

20,500 miles of highway routes within Alberta including a new ring road around Calgary, partially built through a publicprivate partnership

CP Rail, one of only six Class 1 railroads on the continent is headquartered in Calgary and has an intermodal terminal in the city

CN Rail, another Class 1 railroad, recently invested \$200M in its state-of-the-art intermodal 680 acre terminal

Calgary is a designated Foreign Trade Zone, the equivalent of Free Trade Zones in the U.S.

50+ major distribution centers with over 78,000 employees in the transportation & logistics industry generating \$5B annually

WHY CALGARY:

CALGARY IS PERFECTLY LOCATED TO BE THE PREMIER, SMART INLAND **PORT FOR WESTERN CANADA, GIVING AMAZON EASY ACCESS TO 50 MILLION PEOPLE** WITHIN 24 HOURS.



According to a recent study on driving conditions in major global cities by kfzteile24, Calgary is the best city in which to drive in North America. Whether Amazonians are headed to the airport, going to work, running errands, or taking time to enjoy our world-class ski resorts, they will spend less time stuck in traffic than any other city. Maybe that's why Calgary has some of the happiest employees in the country.

Getting around our city is getting even easier. With Calgary's growing population, we've invested in building over 180 miles of bike lanes on our streets, and over 2,700 miles of public transit routes. The recently approved Green Line - a \$3.5B Light Rail Transit (LRT) line that will run 28.6 miles through 28 stations – will eventually connect the airport to downtown. And to make life less harried, the existing LRT is free in the downtown core – six stops running for

about 2/3 of a mile. While the average transit fare is \$1.25, Calgary has just launched the 'fair access' program – a sliding-scale fare structure that helps eliminate financial barriers for low income Calgarians.

We've seen dramatic changes in the way
Calgarians are commuting. Since 2005,
automobile use has decreased from
71.3 per cent to 56.4 per cent; public
transit increased from 15.9 per cent to
29.9 per cent; walking increased from 4.9 per
cent to 11.1 per cent; and cycling increased
from 1.7 per cent to 2.7 per cent.

Amazon employees that prefer living the suburban lifestyle will enjoy On-It, a new Regional Transit system. This new commuter bus program is part of our long-term planning, as we prepare for the growth that will see Calgary reach 3M people in 50 years.

100,000 Car2Go memberships, and second highest utilization we're all over new innovation!

WHY CALGARY:

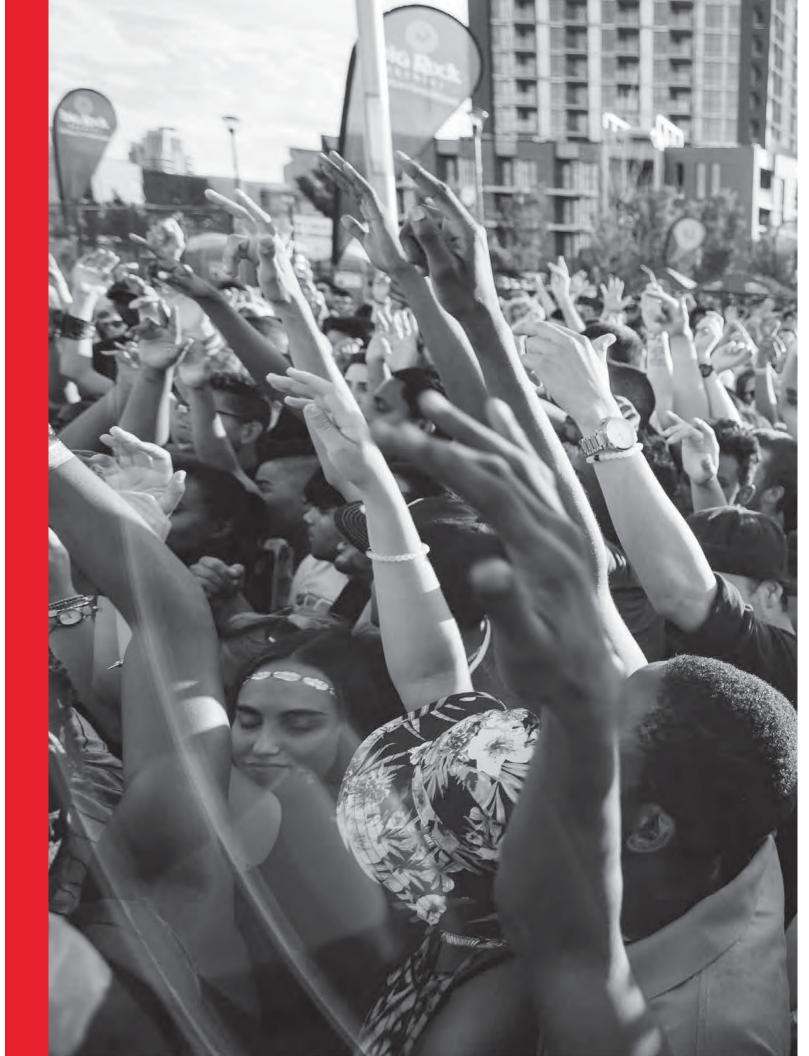
WE'RE NOT TRYING TO BRAG, BUT CALGARY IS REALLY EASY TO GET AROUND. Calgary has access to a unique blend of talent that has allowed us to scale our business globally over the years. The demographic mix of Calgary, the high quality of graduates, as well as the drawing power of the city itself has given us world class talent to serve our international client base.

CHRIS GOKIERT

PRESIDENT, CRITICAL MASS

"





AS THE FIFTH MOST LIVEABLE CITY IN THE WORLD FOR EIGHT YEARS RUNNING, IT'S NOT SURPRISING INTERNATIONAL WORKERS HAVE FLOCKED TO CALGARY AND MADE IT THEIR PERMANENT HOME.

Amazon's Goal – Diversity of housing options, availability near potential sites for HQ2, and pricing.

Calgary offers a variety of award-winning neighborhoods where your employees can work, live and play, and afford to live a terrific life. An inner city loft or modern high rise, a new home in a suburban neighborhood close to parks and schools, or a sprawling rural retreat are all within financial reach and are all a reasonable commute to wherever HQ2 is set up.

In and within a mile and a half of the downtown core, there are over 70,000 residents and more than 50,000 residential units. Amazon will have the ability to recruit a hyper-local workforce, and newly recruited Amazonians can find living options within walking distance of a downtown HQ2 campus. If Amazon chooses one of the suburban options for HQ2, there are a variety of housing options available close by, made up of primarily single family detached houses.

Across the city, approximately 64 per cent of housing units are owner occupied and 36 per cent are rental inventory. Single family detached housing makes up 55.5 per cent of Calgary's housing stock and attached housing another 10.7 per cent. Multi-unit, higher density options,

ranging from duplexes to high-rise apartments and condos are another 29.5 per cent, with the remainder being a variety of housing, including 3.6 per cent that are conversions (lofts, etc).

A single family home in Calgary is about 20 per cent lower than Seattle and disproportionately lower than overheated property markets in Canada such as Toronto and Vancouver.

For people who struggle with housing costs, The City of Calgary acts as a developer of affordable housing, and currently manages almost 17,000 units across the city.

Building on the City's leadership, in 2013, nine social service agencies came together to form the Resolve campaign – a public and private sector led campaign to build affordable units and provide supports for up to 3,000 vulnerable Calgarians. The housing first model that Resolve is using is predicted to save Calgary \$34,000 per year per person household.

Check out
LIFEINCALGARY.CA
to explore our neighborhoods
and their features



WHY CALGARY:

WE HAVE A VARIETY
OF HOUSING OPTIONS
THAT WILL ALLOW YOUR
EMPLOYEES TO LIVE
THE LIFESTYLE OF
THEIR CHOICE.



AVERAGE MONTHLY RENTAL RATE, 2-BEDROOM APARTMENT



Over the course of a year, that adds up to

\$14,796 or 18%

of the median household salary in Seattle.

MEDIAN PRICE, SINGLE FAMILY DETACHED HOUSE



Houses are 20% LESS expensive in Calgary

5,559

Average number of homes listed for sale in Calgary, 2016

12,967
5-year average

housing starts, Calgary







Even with a marginally higher personal income tax rate, Calgary is a much more affordable place to live than Seattle.

| CATEGORY | CALGARY | SEATTLE |
|--|---------------|------------------|
| Rank, out of 209 global cities, Cost of Living Index (higher numbers are better) | 162 | 83 |
| Property tax, per \$1,000 of assessed value | \$6.17 | \$9.27 |
| Total Retail Sales Tax (Provincial/State plus Federal) | 5% | 9.6% |
| Personal income tax, marginal rate at \$100,000 | 36% (Alberta) | 28% (Washington) |

WHY CALGARY: WE ARE ONE OF THE MOST AFFORDABLE MAJOR CITIES IN NORTH AMERICA, WHICH HELPS ATTRACT AND RETAIN TOP TALENT.



Amazon's Goal – The Project requires a significant number of employees. Amazon wants to invest in a community where our employees will enjoy living, recreational opportunities, educational opportunities, and an overall high quality of life.





WHY CALGARY: IT'S ONE OF THE SAFEST PLACES IN THE WORLD TO RAISE HEALTHY AND SMART CHILDREN.

Walk through any neighborhood in Calgary and you'll see kids and families out. It's no wonder, when you consider Calgary is one of the youngest cities in Canada. With over 355 public schools and 52 private schools, Calgary offers programs geared to all children, whether they're young artists, budding athletes, emerging linguists, or the next Jeff Bezos. For families, there are 279 licensed daycare programs with 18,062 licensed spaces – and almost 2,000 are immediately available. The average cost of childcare is \$964 per month.

The newly-constructed Alberta Children's Hospital is a leader in Western Canada and was designed to reduce stress and promote healing. It is among eight hospitals and five cancer care centers in the city.

Canada is one of the safest places to live in the world, and Calgary is safer than the national average. The number of incidents reported is down 20 per cent in the last ten years. Not to get overly political, but if someone here talks about packing heat, they are typically talking about bringing a Coleman stove to the mountains.

FACTS

83%

of Calgarians rate their quality of life as good

8 hosp

hospitals

5

cancer care centers



Calgary offers amenities for elite and aspiring athletes that range from Olympic training facilities, to a bike path system that traverses the city, to fly fishing or rafting on the Bow River. From skiing to surfing (really), it's no surprise we are the fourth most active city in Canada. Recreation facilities include:

- Winter sport facilities at Canada Olympic Park – with a pipe so rad, U.S. Olympian Shaun White trains there – and a premier speed skating venue at the Olympic Oval.
- Calgary is home to the Foothills
 Fieldhouse, Western Canada's
 first full-sized indoor soccer field
 facility and the city's first and
 only FIFA approved indoor pitch,
 in addition to three other all weather soccer centers.

We have two of the largest urban parks in the world – Nose Hill Park and Fish Creek Park – within the city. If you're a dog owner, like 10 per cent of Calgarians, we have 150 off-leash dog parks.

And we're only 60 minutes from Banff and have 10 ski resorts within a 3-hour drive.

Whether it's skiing, hiking, or driving through the mountains, Amazonians will experience some of the world's most breathtaking scenery.

WHY CALGARY:

FOR DECADES, WE'VE BEEN ATTRACTING WORLD-CLASS TALENT. FOR AMAZON, THEY'LL COME FOR THE JOBS AND STAY FOR THE LIFESTYLE.



SPORTS

Calgary has a rich sporting history as the host city for the 1988 Olympic Winter Games. We are also home to a premier equestrian centre at Spruce Meadows and each summer, top rodeo cowboys in North America compete at the Calgary Stampede. The city is also home to several well-loved sports franchises, including:



Calgary Flames of the National Hockey League



Calgary Stampeders of the Canadian Football league



Calgary Roughnecks of the National Lacrosse League



Calgary Hitmen of Western Hockey League (with Seattle Thunderbirds, Everett Silvertips, Tri-City Americans)



Calgary Inferno of Canadian Women's League



CULTURE

Culture means something different to each of us, and Calgary has each category covered. From the high culture of classical music and fine art to pop culture and rock and roll - and everything in between - it's all here. With 200 performing arts venues, over 100 public displays of art, and museums, art galleries and the National Music Centre, Calgary is a cultural hub. We hosted 272 festivals and events in 2016, including the Calgary Stampede - the greatest outdoor show on earth, and will welcome the giant pandas from China at the Calgary Zoo in 2018.

Whether Amazonians like ballet, classical music or opera - they will have an opportunity to enjoy worldrenowned performers from Alberta Ballet, Calgary Opera or the Calgary Philharmonic Orchestra.

Our Glenbow Museum has more than a million artifacts and 31,000 artworks, many showcasing our native and western heritage. A little further afield there are five world heritage sites nearby - the highest concentration in North America.

Hot springs, wildlife and ski resorts make Banff a dream vacation (we get to call it Saturday), but The Banff Centre for the Arts is an idyllic mountain oasis that hosts an annual TV festival and inspires artistic creation.

Hungry? Calgary has more than 3,000 places to eat and drink that include a fleet of over 100 YYC food trucks serving everything from perogies to ice cream!

Arenas and indoor ice rinks

> Performing arts venues

5,600 Park sites

parks

Festivals and events in 2016

Public displays of art

Skate parks

WEALTHY COMMUNITY & PHILANTHROPIC **CULTURE**

Amazon's Goal - A compatible cultural and community environment.

We're a city that works hard, celebrates success, and gives back... just like you.

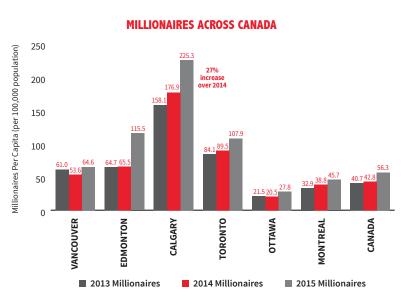
After decades of a consistently strong economy and an entrepreneurial mindset, Calgary has more millionaires per capita than any city in Canada. We would love to add some Amazon millionaires to that group - and we don't have a special millionaires tax, like some places.

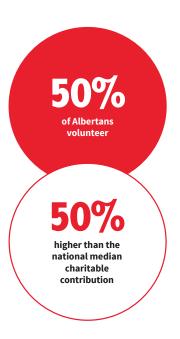
When Calgarians make money, they also spread it around to philanthropic causes. Calgary's median charitable donation in 2015 was the highest of all major cities in Canada.

Across Alberta, the median charitable contribution was 50 per cent higher than the national median donation.

When we're not giving money, we're giving our time - 50 per cent of Albertans volunteer compared with the national average of 44 per cent in 2013.

WHY CALGARY: CALGARIANS ARE DRIVEN TO DELIVER RESULTS, AND WHEN WE SUCCEED, WE SHARE OUR GOOD FORTUNE.





Source: Statistics Canada, 2015, Per 100,000 Population

STRONG COMMUNITY & SHARED PROSPERITY

Every city, even those as vibrant and dynamic as Calgary faces challenges, and we are actively addressing ours.

We take a broader view of prosperity and in 2013, Calgary became the first city in Canada to adopt a comprehensive poverty reduction strategy. The "Enough for All" strategy is based on an understanding that "my neighbor's strength is my strength" and is based on five pillars:

- Strong communities
- Supporting First Nations and Indigenous Peoples
- Doing business differently
- · Building assets together
- · Access to support, services and resources

Major accomplishments include a fair entry program with a single portal for citizens to access city services and facilities, a sliding scale transit program so people pay based on income, and an integration of housing and homelessness strategies resulting in no increase in homelessness in five years.



WHY CALGARY: WE'RE
CONSTANTLY WORKING TO
MAKE CALGARY BETTER FOR
EVERYONE WHO LIVES HERE.

Attracting top-tier talent is always a high priority for any executive responsible for scaling a business with explosive growth. Calgary's unique attributes have made this location an easy sell to attract top talent. Our employees come to Calgary from all over the world with the promise of an open, accepting culture, unparalleled natural beauty and an affordable lifestyle.

Calgary is a city that boasts a vibrant arts community, an exceptional public school system and university, and of course, Banff National Park.

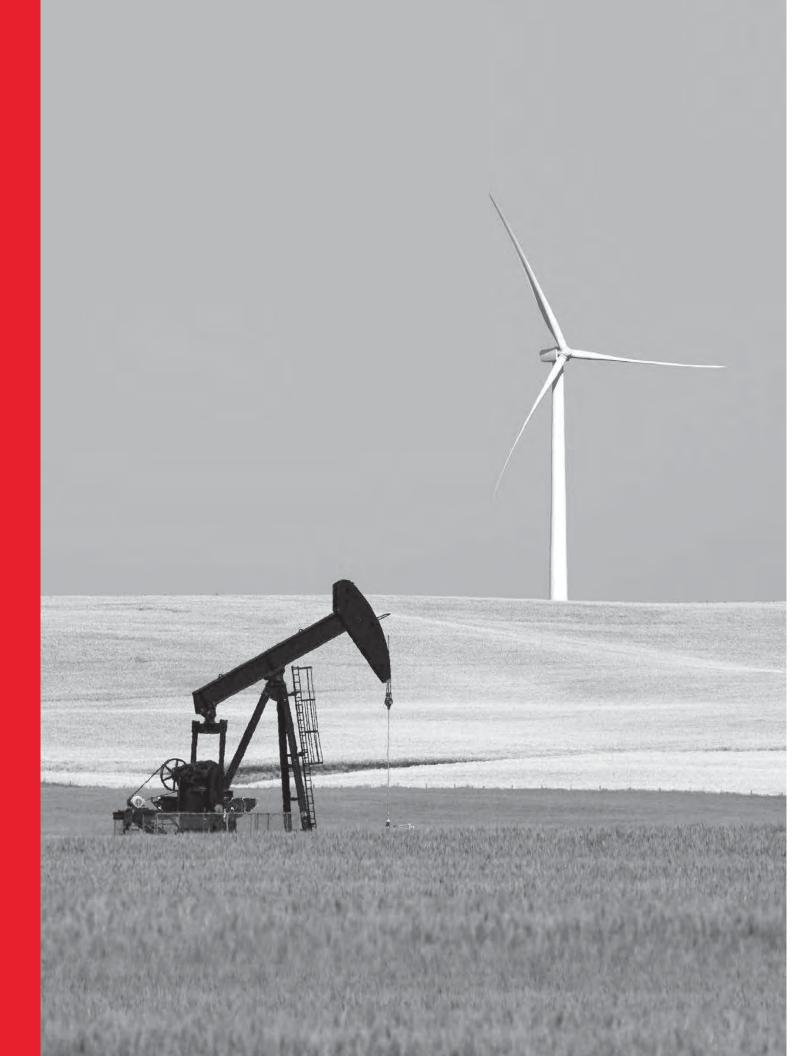
Even more critical for the future of Calgary is that we are becoming a hub where decisions are being made that influence our nation and North America. Whether it's shaping our energy future, collaborating on innovative processes and technology, or fostering creativity and entrepreneurship, it's happening in Calgary.

STEVE WILLIAMS

"

PRESIDENT AND CEO, SUNCOR







WE TAKE A LONG-TERM VIEW ON URBAN SUSTAINABILITY AND ECONOMIC OPPORTUNITY.

ALBERTA'S CLIMATE LEADERSHIP PLAN

Amazon's Goal – Amazon needs to be located in a city that supports their commitment to sustainability.

Alberta was one of the world's first jurisdictions to put a price on carbon, and we've also put an overall cap on oil sands emissions and committed to phase out coal. Our Climate Leadership Plan commits to reinvest all revenue from the carbon levy into Alberta's economy, including renewable energy development.

How are we going to transition to a clean, sustainable energy system?

- · Leveraging world-class resources in wind, solar, biomass and geothermal
- Completely phasing out coal by 2030 and bringing on 5,000MW of renewable power
- · Supplying half of the Government's operations with solar power
- Helping Albertans to generate their own electricity

WHY CALGARY: BY BEING ONE OF THE WORLD'S FIRST JURISDICTIONS TO PUT A PRICE ON CARBON, WE ARE AIMING TO BE ONE OF THE MOST FORWARD-THINKING LOCATIONS IN THE WORLD.

CALGARY'S 100 YEAR VISION

Calgary's sustainability plan articulates a 100-year vision of the city in which we'd like to live and how to get there. With input from 18,000 Calgarians – the largest community visioning and consultation process of its kind in the world – imagineCalgary addresses how all citizens, businesses, institutions and organizations, including the city, can play a role in achieving our goals.

And we've already started:

- One of 100 Rockefeller Foundation Resilient Cities – helping to build our capacity to recover from social, economic, and environmental stresses and shocks.
- Calgary has the second highest number of LEED certified buildings per capita in North America.
- Calgary was the first large city in North America to be completely powered by renewable energy.

- Leading the development of the Southern Alberta EV Charging Network to complement the Tesla Supercharger stations being installed in Alberta.
- 3,000 installed kW of distributed solar photovoltaic, helping power water treatment plants, fire stations, 911 call centers, and recreation facilities.



1air pollution score of over 500 cities reviewed

32.4% of Canada's total installed wind generation capacity is operated by Calgarybased companies.

ALBERTA'S DEREGULATED POWER MARKET

Alberta has a competitive wholesale electricity market – the only truly deregulated market in Canada. This means that in Alberta, Amazon could buy competitively-priced natural gas, 100 per cent green electricity directly from a renewable generator, or could buy a renewable project directly.

In Calgary, we are designing an electricity grid of the future which links Large Scale Renewables, Distributed Generation, Transportation Electrification, and Two-way Grid Distribution Systems, underpinned by big data to better understand and meet customer needs.

There are a number of utilities that you can partner with for HQ2's energy needs. Among those are ENMAX, ATCO, Direct Energy along with a number of local providers.

As an example of the options available for HQ2, ENMAX is an industry leader in delivering turnkey combined heat and power and District Energy solutions. ENMAX District Energy employs practices designed to optimize energy consumption, reduce emissions, and ensure uninterrupted services critical for headquarter operations and data centers. This technology can use waste heat – from Amazon's facilities, or from other facilities – to further reduce Amazon and Calgary's carbon footprints.

\$2B

in energy transactions conducted by almost 200 market participants in 2016

16,420MW

capacity installed across coal, cogen, gas, hydro, wind and other renewables – but we're phasing out coal and ramping up renewables

WHY CALGARY:

FROM PRIVATE
ENERGY COMPANIES
TO UNIVERSITY
RESEARCH LABS,
SUSTAINABILITY IN
CALGARY IS A KEY
UNDERPINNING OF
OUR CURRENT AND
FUTURE SUCCESS.

SHAPING OUR FUTURE

The power industry is poised for transformation. A multitude of factors such as: increasingly affordable electricity storage that can be scaled to the customer's need, electric vehicles, smart technologies in the home and office, increasing proliferation of both small and large scale renewable generation, and generation that is connected to the distribution system is converging to open previously unimaginable business opportunities for electric companies who grasp the possibilities.

This section has been redacted/removed subject to section 16(1)(b) of the Freedom of Information Protection of Privacy Act.

PRIVATE SECTOR CONTRIBUTION TO SUSTAINABILITY

Calgary is home to a growing cluster of more than 500 green economy companies, and we've got worldclass research institutions focusing on helping us build a clean economy. As a city, we're committed to uniting industry, academia, research institutes, financiers and government to accelerate innovation and commercialize ground-breaking technologies to deliver low carbon energy to the world.

Some examples of private sector leadership around climate sustainability:

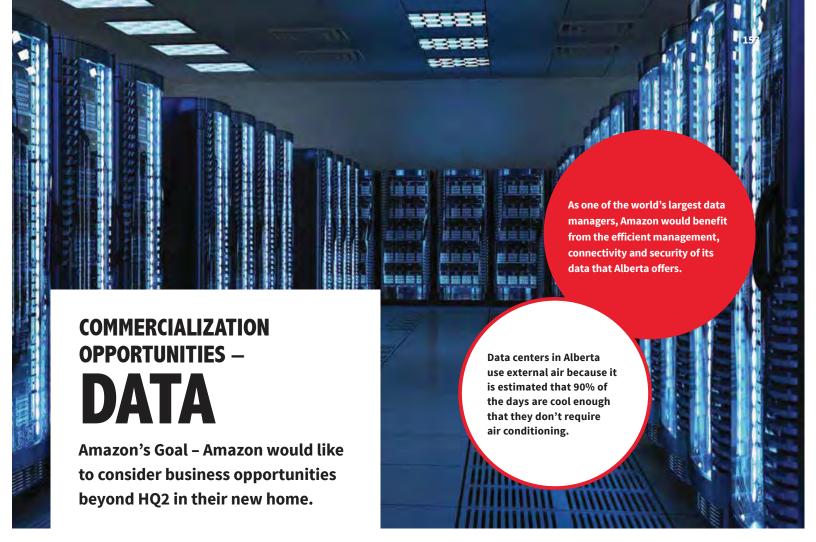
• Enbridge is one of the largest renewable energy companies in Canada, aiming to double current capacity by 2019.

- · Alberta is home to Western Canada's largest wind farm - Blackspring Ridge at 300MW, supplying clean energy to approximately 140,000 homes.
- The Canadian Oil Sands Innovation Alliance (COSIA) was launched as a vehicle through which oil sands companies can work together on shared environmental challenges.
 - · COSIA members share environmental technologies and innovation in four key areas: water, land, tailings, and greenhouse gas emissions.
 - · Member companies have shared more than nine hundred distinct technologies and innovations that cost almost \$1B to develop.



HIGHER EDUCATION CONTRIBUTION TO SUSTAINABILITY

- The Centre for Advanced Solar Materials at the University of Calgary is designing novel ways of converting sunlight to electricity and high-density fuels such as hydrogen.
- Calgary Advanced Energy Storage and Conversion Research Group at the University of Calgary is developing technologies and solutions for clean and efficient energy storage and conversion of electricity, such as batteries, electrolyzers, and fuel cells.
- · Green Building Technologies Research Division at the Southern Alberta Institute of Technology (SAIT) is working to develop environmentally-friendly technologies, processes, programs, systems, and services that will change the way buildings are constructed.



Amazon will get lots of pitches from cities across North America that want to host HQ2. What makes Calgary different is that beyond having space for you on Day 1 and the right mix of talent to support your current needs, we're also heading in the same direction you are in a number of industries and sectors. We've highlighted a few of these here, just to get you thinking.

Our governments and industries, like so many others around the world, generate a lot of data and are still trying to figure out how to use it best. But one thing that we have going for us is that we're early and eager adopters of new technologies and processes.

To give you one example, our oil companies were among the very first adopters of autonomous vehicles, deploying them on production sites in order to better manage wear and tear on roads and tracks, and reduce operating costs and downtime for repair.

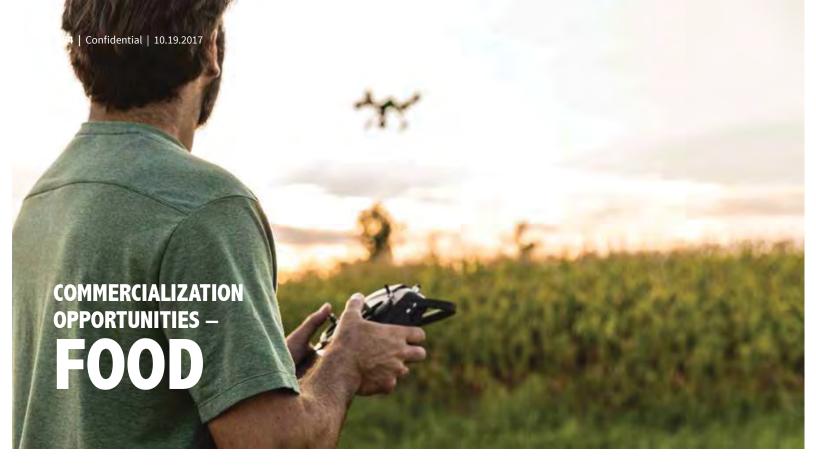
And with oil prices where they are, energy firms are among the biggest spenders on digital technologies, with 50 per cent of them planning to increase spending in the next three years. What does all this mean? To be completely honest, we're not sure. But we think there's an opportunity here – our data and industry-specific expertise combined with your computing power and ability to analyze and learn from large data sets.

Maybe it's about making our retail energy markets more efficient, or maybe it's about better matching oil production to prices. Or maybe it's something neither of us has ever thought about. But there's something there.

This section has been redacted/removed subject to section 21(1)(b) and/or 25(1)(c)(ii) of the Freedom of Information Protection of Privacy Act.

WHY CALGARY:

EVERYBODY KNOWS
DATA IS THE NEW OIL.
WE KNOW ONE AND
YOU KNOW THE OTHER.



With the purchase of Whole Foods,
Amazon now has around 1.5 per cent of
the grocery market in North America.
That's a lot of groceries, and a lot of fresh
produce, meat, and processed foods.
Alberta just happens to be a big AgriFood player – it was worth almost \$10B
to our economy last year. In addition, the
University of Lethbridge, two hours south
of Calgary, and Olds College, an hour
north of us, both have strong agriculture
academic and research programs.

Among the areas of research at the University of Lethbridge's Faculty of Agricultural Biotechnology are plant biotechnology, water toxicology, and the study of livestock impact on their surroundings.

Olds College Agricultural Management program is focused on preparing students for careers throughout the agricultural value chain, from production through to processing, marketing, and distribution. Olds also offers the only Bachelor of Applied Science degree with a major in Agribusiness in North America.

Agriculture and Agri-Food Canada's
Lethbridge Research and Development
Center is one of the largest research
centers that the Government of Canada
operates. It specializes in beef cattle
science, crop and livestock biotechnology
platforms, sustainable

crop and livestock production systems, and the environmental impact of agriculture. Among the successfully developed products

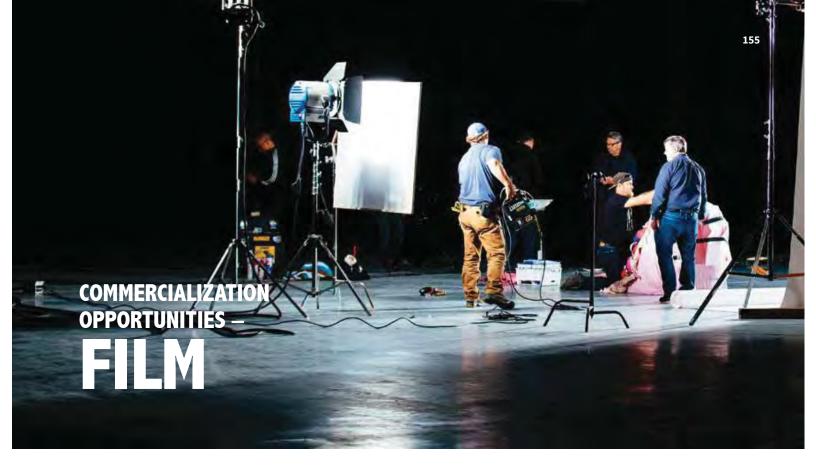
and processes at the center are a number focused on food safety, epidemiology, and the tracking of contaminants along the food chain, from food lot to retail.

Alberta also has combined our expertise in agriculture and drones to become a leader in precision farming with the use of GPS and drones to monitor fields and deploy precise fertilizers and herbicides to maximize yields.

This section has been redacted/removed subject to section 21(1)(b) and/or 25(1)(c)(ii) of the Freedom of Information Protection of Privacy Act.

WHY CALGARY: WITH OUR ROOTS IN AGRICULTURE AND YOUR LONG-TERM VISION, WE WILL FEED THE WORLD WITH BETTER FOOD AND FASTER.

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While Amazon Prime and Amazon Studios are still small parts of the company, they are growing both in terms of their absolute size, and their importance as part of Amazon's marketing strategy. Just like Amazon has quietly become a serious competitor with traditional and new media studios and distribution companies, Alberta has quietly become a film, TV, and digital media powerhouse.

Calgary has a significant creative industries, as demonstrated by:

- 259 film and television businesses in the city
- 10,200 employees in the industry
- 3,000 creative, film, and digital media postsecondary graduates annually.
- In 2016, we opened a brand new, \$20M film center that's located 25 minutes from the Calgary airport and 20 minutes from downtown boasting 50,000 sq. ft. of purpose-built studios and 35,000 sq. ft. of multi-purpose warehouse and workshop spaces.

Calgary Economic Development's Film Commissioner acts as a one-stop shop to facilitate all necessary permits and applications.

WHY CALGARY: WE'RE KIND OF A BIG DEAL WHEN IT COMES TO FILM, TV, AND DIGITAL MEDIA, BUT WE FLY UNDER THE RADAR ON THIS ONE. LIKE YOU.

FROM THE RUGGED BACK COUNTRY TO THE ENDS OF THE EARTH, STORIES AS VAST AS OUR LANDSCAPES HAVE VENTURED TO CALGARY. AND THE WORLD HAS TAKEN NOTICE.

Award-winning productions shot in Calgary and surrounding area:

- FARGO
- THE REVENANT
- INTERSTELLAR
- INCEPTION
- BROKEBACK MOUNTAIN

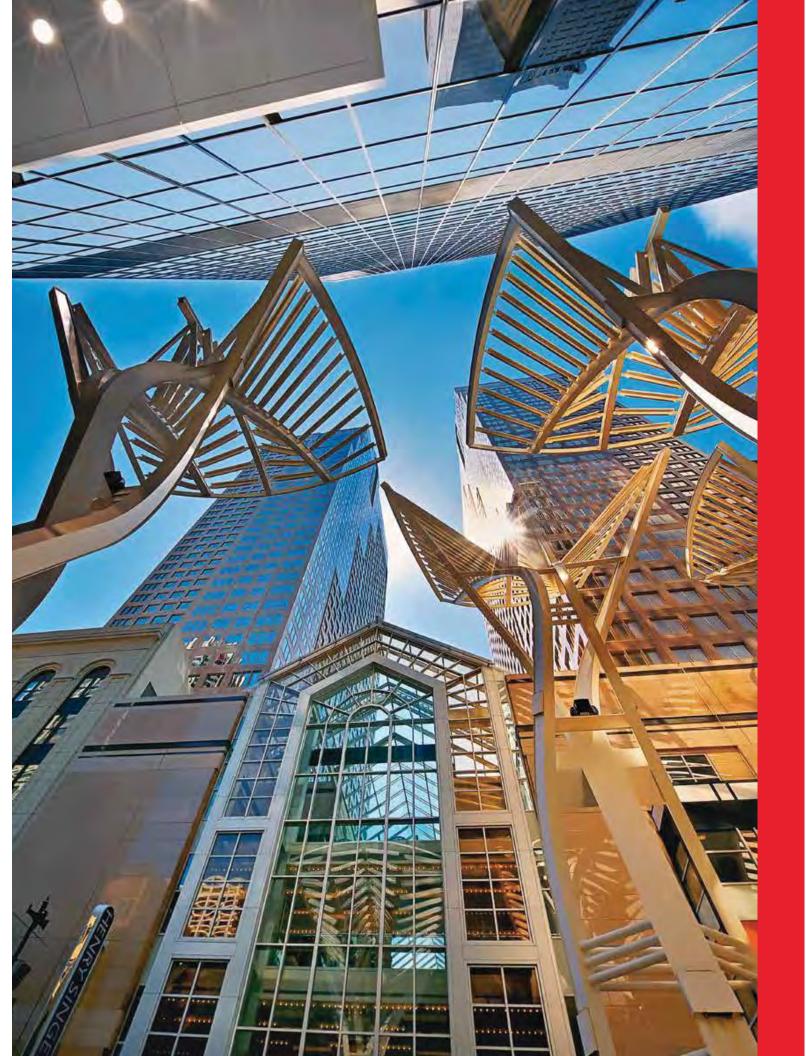


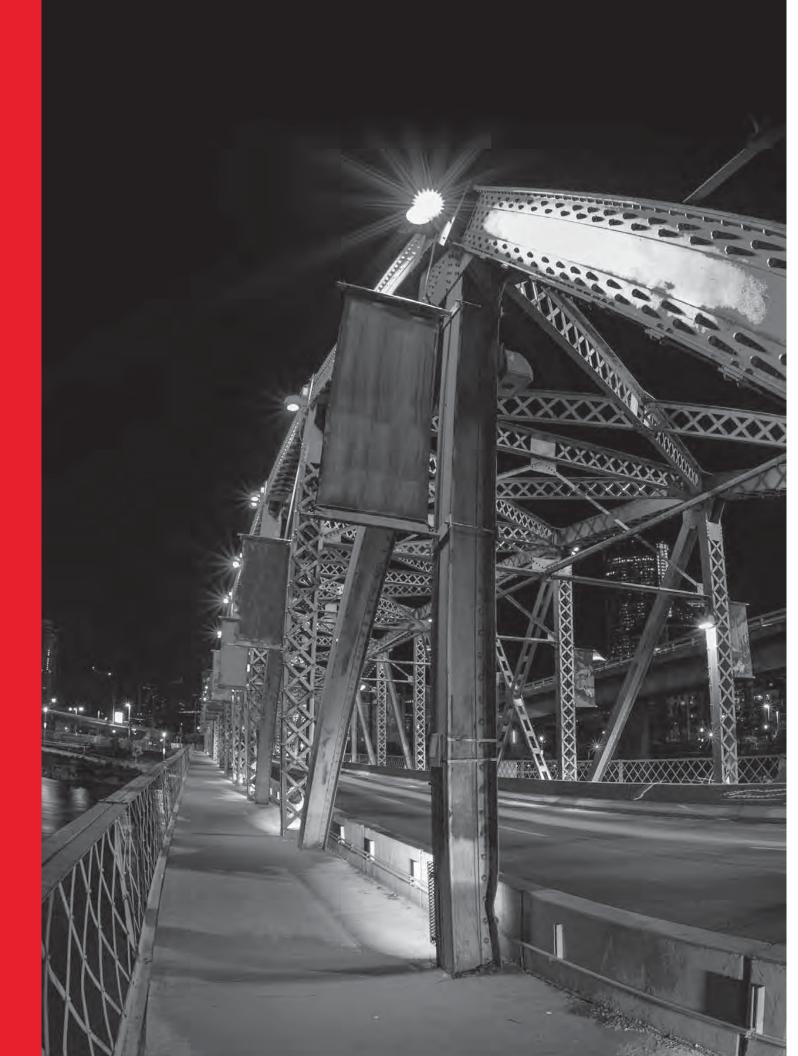
Yes – Blue Origin is a separate company and isn't owned, controlled, or operated by Amazon. But we know there might be one or two people in leadership positions that overlap, so we thought that we would include this.

The University of Calgary is Canada's most space-active university and a world leader in the development and application of Earth-space technologies, creating new technologies for improving global communication networks and environmental monitoring. Earth-space research both builds on and underlies technology development for global positioning, telecommunications and environmental monitoring. University of Calgary researchers are deeply involved in seven of nine CSA-funded solar-terrestrial science projects and are leading five of them.

The University of Alberta's Institute for Space Science, Exploration and Technology (ISSET) builds on long-standing institutional excellence in space research in order to take advantage of emerging, cross-disciplinary opportunities and to develop partnerships with other institutions, agencies and industry. In addition, ISSET offers unique educational experiences for undergraduate and graduate students, and develops provincial capabilities in space research through educational outreach programs, visiting professor positions, workshops and scientific meetings.

WHY CALGARY: WE SHOULD MAKE THE FIRST MUNICIPAL SPACE STATION RIGHT HERE IN CALGARY.





STILL WORRIED ABOUT A FEW THINGS? WE'VE THOUGHT ABOUT THEM TOO.

RISK MANAGEMENT

We've thought a lot about the potential risks you'll face moving to a new market and city. We know you have nothing to worry about when it comes to Calgary. We have all the right mitigations in place to ensure your transition to our amazing city is seamless.

AMAZON RISK

CALGARY MITIGATION STRATEGY

Canada



NAFTA - Current negotiations between the U.S., Canada & Mexico result in unfavorable trade agreements

We have committed Federal leadership to negotiate NAFTA in a way that works for everyone.



Trump Administration - Amazon moving to Canada is looked on unfavorably by the administration resulting in business impacts Moving HQ2 to another country like Canada spreads risk, mitigates exposure and gives Amazon flexibility to manage immigration issues caused by changes in U.S. policy.

Alberta



Government - Changes at either the federal or provincial level resulting in fiscal or social policy changes

We have commitment from all levels of government to support Amazon on this investment both now and into the future and a track record of strong business support and stability in terms of fiscal and regulatory policy.

Work | Labor Force



Labor - Cannot find and attract the required talent to scale to the numbers that Amazon needs

Calgary is a magnet for international talent with 1.5M people today, over 150 nationalities and 120 spoken languages. We also have 82 organizations offering immigration and settlement services, seven higher education institutions growing a pipeline, and over 30,000 engineers in the city today.



Labor Mobility - Not able to get work visas required for Americans to work in Canada

Our visa and work permit application process is easy and efficient. We will set up a Dedicated Service Channel for Amazon to support responsiveness and predictability. Eighty per cent of our work permit applications are processed within two weeks in Canada.

Work | Business Environment



Exchange Rates - Currency exchange rates between USD and CAD impact Amazon's sales revenue and profitability

Like any good global company, Amazon will have strong treasury management systems, processes and functions to hedge against currency fluctuations. The Canadian dollar is considered one of the most stable currencies in the world.



Corporate Taxes - The Government of Canada or the Government of Alberta could raise corporate taxes, materially affecting Amazon's overall profitability

Corporate taxes are one portion of Calgary's overall value proposition; a change in corporate taxes will not materially change the value of locating HQ2 here. Alberta and Canada both have very low debt-to-GDP ratio's; while this doesn't guarantee that corporate tax rates won't go up, it does point to the overall stability of the tax regime in both Alberta and Canada.





Proximity – Calgary is considered too close to Seattle geographically causing a concentration of people, activity and innovation in one region We believe that the proximity promotes greater synergies, easier travel, increased productivity and alignment between the offices. In addition, the cultural fit between Seattle and Calgary will be easier than aligning East and West Coast cultures.

Work | Site/Building



Real estate – Amazon is not able to grow or expand in one place to reach the required 50,000 employee capacity

This section has been redacted/removed subject to section 16 (1)(b) of the Freedom of Information Protection of Privacy Act.

Life | Logistics



International Access – Poor connections to other global airports around the world reducing business efficiency

A 1-hour flight to Seattle with up to seven direct flights daily. A 2.5 hour flight to San Francisco with up to five direct flights daily. A 4.5 hour flight to New York with two direct flights daily. WestJet, our home carrier, is willing to work with you on direct flights to Washington DC. It's 12 miles from downtown Calgary to the International Airport, which has nonstop flights to 78 destinations around the world, including London, Paris, Tokyo, and Beijing.



Congestion – Calgary city congestion and commute times increase similar to Seattle and quality of life is reduced

481 out of 520 cities in INRIX's 2016 study of peak commute times compared to Seattle, which ranked #20 (in this case, the higher you rank, the worse the commute). 11 miles of enclosed bridges and elevated walkways connecting buildings across downtown Calgary. The City of Calgary is continually investing in mobility, and in the last five years, the proportion of people driving in to work has fallen significantly.

Life | Quality of Life



Quality of Life – Amazon employees consider Calgary a 'boring' place to live and work Calgary has plenty of recreation facilities including the world-class WinSport facilities at the site of the 1988 Canada Olympic Park. We also have the Rocky Mountains in our backyard. We have ranked #5 on The Economist Intelligence Unit's Liveability Ranking, every year since 2009.



Education – Given the strength of public school systems in Seattle, Amazon employees are concerned about Calgary schools

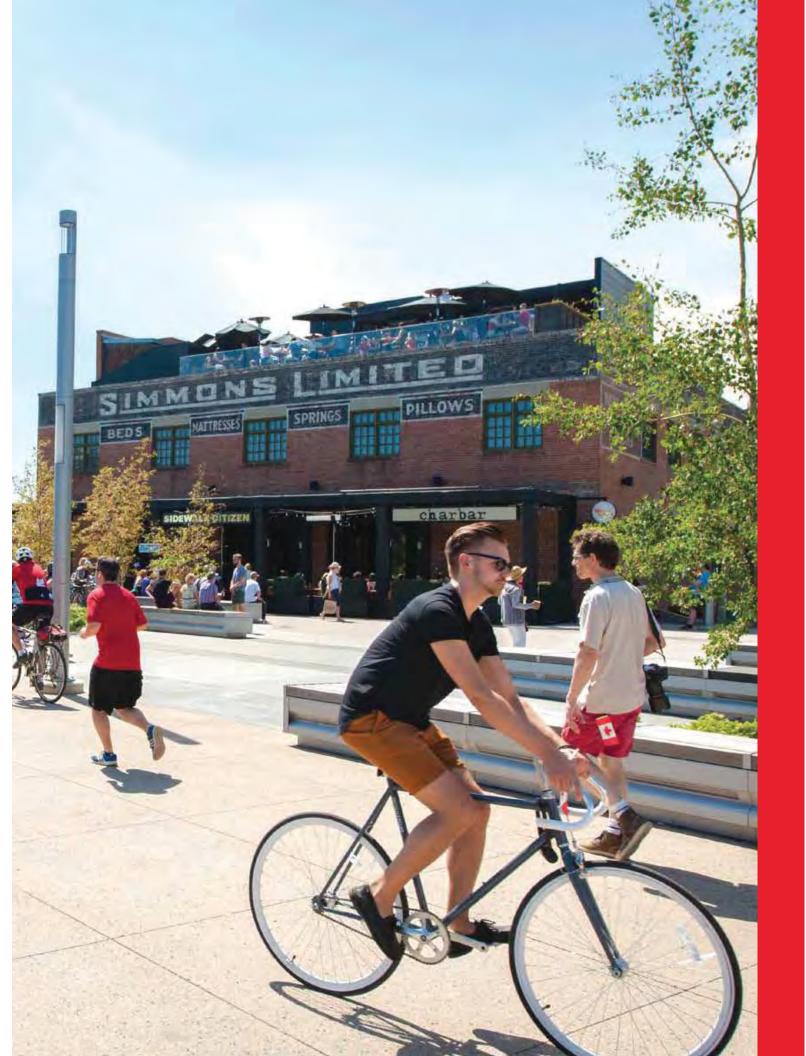
Strong public education systems are a fundamental belief across Canada and Alberta boasts one of the strongest public school systems on the planet with over 355 public schools within The City of Calgary.

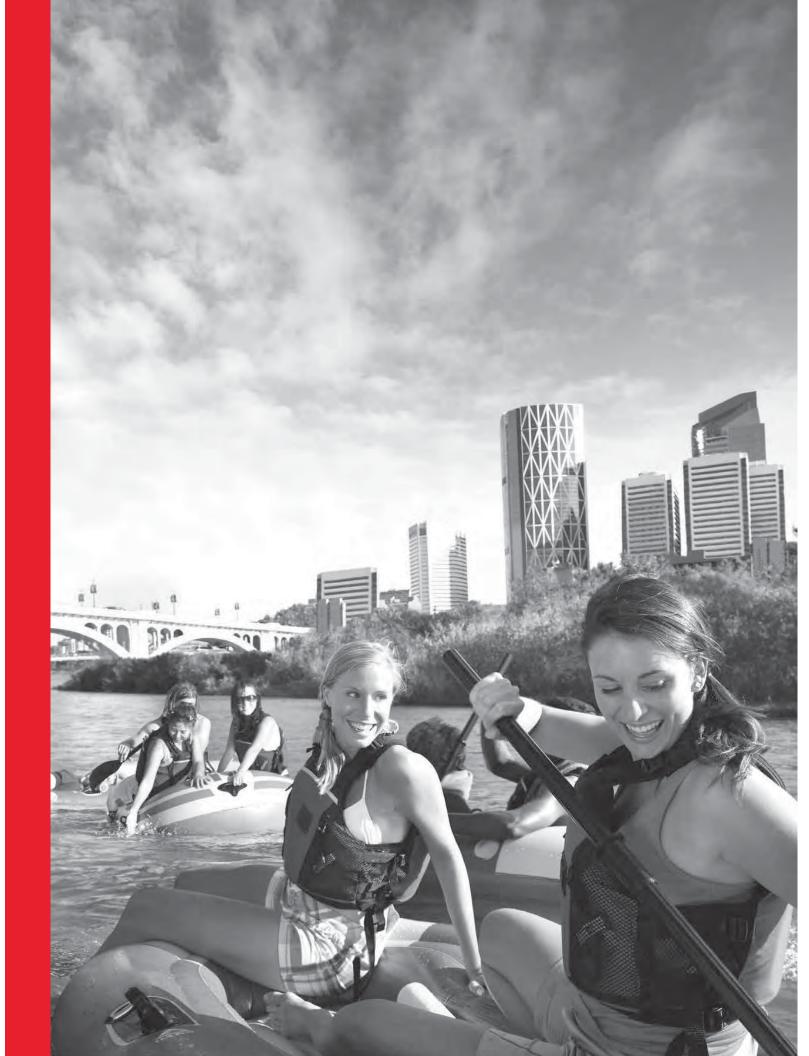
To be honest, RocketSpace gets visited from a city or a country delegation on a weekly basis ... and usually it's all great talk and little action. But when we met with the team from Calgary, they were like, 'how do we make this happen?' I was blown away by all the meetings and appointments and introductions they put together.

DUNCAN LOGAN

FOUNDER AND CEO, ROCKETSPACE

"







LET'S GET STARTED.



The entire community is eager to help. From the Mayor to the Premier, from the presidents of our higher education institutions to the leaders of the community, everyone is ready to welcome Amazon to the fifth Most Liveable City in the World. Although we know the entire process will take some time, we're thinking about first steps:

EVALUATION — SHORTLIST DECISION BASED ON INFORMATION VERIFICATION INCLUDING:

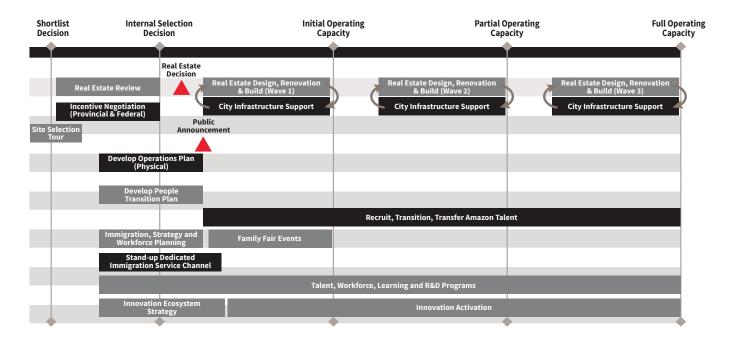
- 1. Pitch Presentation Why Calgary?
- 2. Incentives Negotiation a conversation with local, provincial and federal government and stakeholders
- 3. Real Estate and Site Selection in-person site selection familiarization tour
- 4. Labor Force Verification matching needs to local, provincial and federal training programs
- 5. Introduction to Community Leaders understanding the business environment

DECISION – ACTIVATION OF BROADER REGULATORY, LEARNING, AND STAKEHOLDER TEAM

- 1. Acquisition of Space permitting and zoning, furniture and equipment, move-in plan
- 2. Develop Operations Plan utilities, connectivity, security, facilities, occupational health and safety
- **3.** Develop People Transition Plan Calgary to host a family fair to assist in employee and family relocations, immigration processes activated, post-secondary and training plan, immediate talent recruitment
- 4. Marketing and Communications official announcement, community engagement strategy activation

OPERATIONS — PHASE ONE LANDING WITH A VIEW TO PHASES TWO THROUGH FOUR EXPANSION

This is an illustrative transition plan, and we would work with Amazon to tailor it to your needs.



WHY CALGARY: WE'VE DONE THIS BEFORE. LIKE YOU, WE'RE CUSTOMER-CENTRIC AND WE'LL MAKE YOUR TRANSITION SEAMLESS, FAST AND EASY.

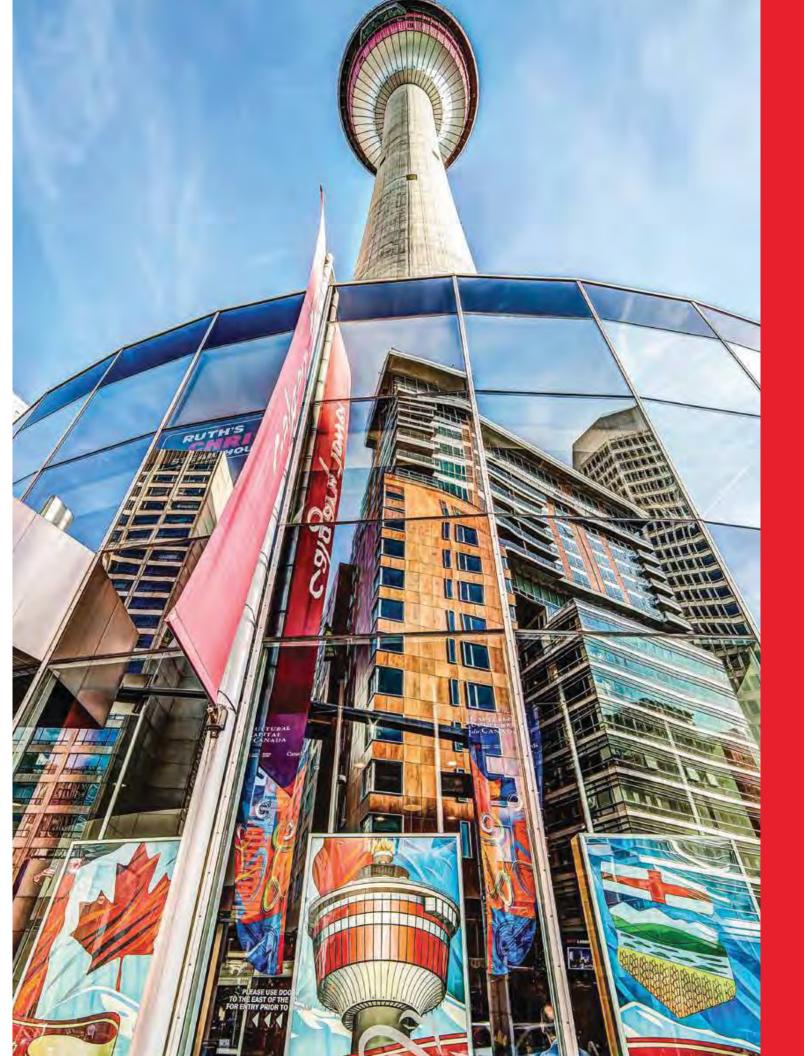
HEY, AMAZON.

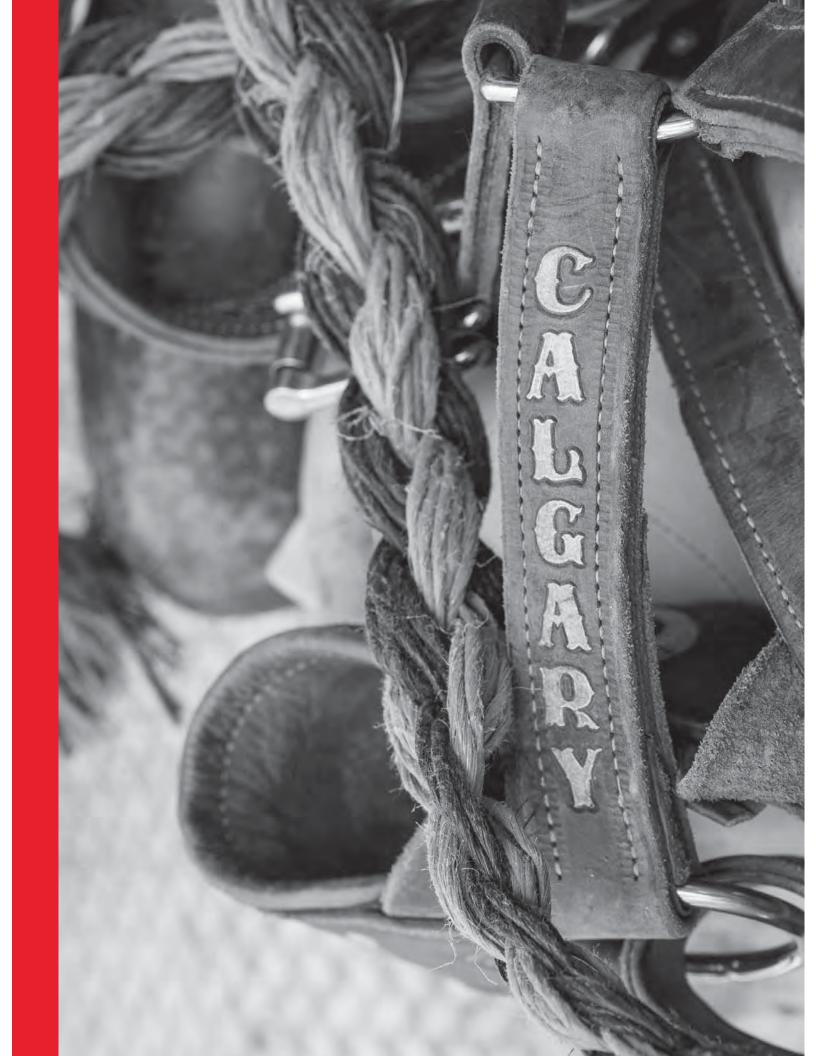
You've made it this far.

We'd just like to say thanks for taking the time. We know you've got a lot to consider. But we also know you'd have an amazing home in Calgary. Great people. A city that supports business. An amazing culture. An enviable lifestyle.

We've had a blast preparing our response, and the whole city is behind us (see love letters). We're not saying we're perfect, but we're perfect for Amazon. We're ready.

Love, Calgary:)





REALLY INTERESTING FACTS.



KEY STATISTICS



CANADA

Lowest tax rate of G7 countries

1st in global opportunity index

15% federal corporate tax

25% of payroll in health care costs on average

1st in business environment of **G7** countries

2nd in entrepreneurship of G7 countries

5% total good and services tax (retail)

1st in soundness of banks in the world

44 free trade agreements

80% of work permits processed within 14 days

ALBERTA

10-15% provincial personal

\$10.8B average spending



📕 🏗 CALGARY — WORK

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Connectivity

108,000 miles of fiber

250+ miles dark fiber

1.4 terabits of internet capacity East to Winnipeg and Chicago

1.1 terabits of internet capacity West to Vancouver and Seattle

Calgary's Business Environment

30% total effective tax rate

Highest GDP per capita in 2016 of major Canadian cities

\$46B total capital investment in 2017

8.4 corporate HQ per 100k people, highest in Canada

83.9 construction cost index (100 = U.S. National Average)

\$3.56B construction value in 2016

\$1.7B R&D spent by private sector in 2014 in Alberta

Over 4,000 patent filings in 2016

8/10 top World Banks have a presence in Calgary

10/10 top Investments Banks globally have a presence in Calgary

\$916M average capital spending in on public infrastructure over 5 years

27.7% office vacancy rate

14% lower overall cost of doing business

2/3 lower payroll costs than Seattle

Highest labor force productivity rate of major cities in Canada

Time to Operations

180 days for Planning Commission approval of zoning amendments

120 days for development permit approvals

1-3 days for change of permitted use

60 days for discretionary use or relaxations required

56 days (excluding time on hold) for building permit

21 days for partial building permit issues

35 days for development site servicing plan

245-365 days for utilities approvals

Capital & **Operating Costs**

4.75¢/kWh electricity costs

\$3.77 natural gas price

\$27.58 overall asking rent for commercial real estate

CALGARY - LIFE

Labor Force -**Talent & Education**

2nd highest education level attained in Canada

10 most attractive cities for workers

36.4 median age

26.2% of population immigrated to Calgary

\$76,000 median household income

28.1% visible minority

38% Bachelors or higher

10% with a Masters Degree

75 STEM programs

11,544 STEM graduates in last 3 years

32,200 engineers

\$81,112 wages for software engineers

Ranked 3 out of 72 for 5^{th} grade students in science

Ranked 5 out of 72 for 5^{th} grade students in reading

8th global ranking for U of A in Artificial Intelligence and machine learning

76.6% aged 20 or higher

407 K-12 schools (public and private)

134,000 K-12 students enrolled in computer science

2nd K-12 in the world If Alberta was ranked as a country

82 immigration agencies

Logistics -**Commute & Travel**

16 hrs/year time spent in congestion

12 miles from international airport

20 minutes to international airport

Up to 7 daily direct flights to Seattle

Up to 5 daily direct flights to San Francisco

2 daily flights to NYC

4th busiest cargo hub in Canada

4th highest air passenger traffic in Canada

1.68M sq. ft. cargo apron

20,000 miles of highway routes

50+ major distribution centers 1 of only 6 North American Class 1 railroads is headquartered in Calgary

Fastest city to reach 100,000 Car2Go members

2.7% bike to work

29.9% take public transit to work

11.1% walk to work

180 miles of bike lanes to be built

2,700 miles of public transit routes

Two Class A intermodal yards

Community & Quality of Life

#5 most liveable city in the world every year since 2009

56/92 housing affordability rank

162/209 Cost of Living Index (higher numbers are better)

\$378,626 median price of single family detached home

5,560 criminal incidents reported per 100,000 people

No health care premiums

7% apartment vacancy rate

\$960 average 2-bedroom rental apartment

5,559 average number of homes listed for sale in 2016

12,967 5-year average housing starts

10 ski resorts within a 3-hour drive

333 days of sunshine per year

4.59 housing affordability (median house price/median household income)

\$6.17 property tax, per \$1,000 of assessed value

36% personal income tax, marginal rate at \$100,000, Alberta (lowest in Canada)

83% of Calgarians rate their quality of life as good

8 hospitals

5 cancer centers

\$964 average monthly cost of childcare

50% of Albertans volunteer; higher than national average of 44%

225 millionaires per capita in 2015 240 different ethnic origins

Immigrants from over 150 countries

120 languages spoken

10% population born in India

9.5% population born in China

4th most active city in Canada

31 arenas and indoor ice rinks

13 athletic parks

7 skate parks

1,100 playgrounds

5,600 park sites

2 of the largest urban parks in the world (Nose Hill Park and Fish Creek Park)

150 off-leash dog parks

3,000 places to eat and drink

200 performing arts and sports venues

259 film and television businesses

50 golf courses

100 public displays of art, museums and galleries

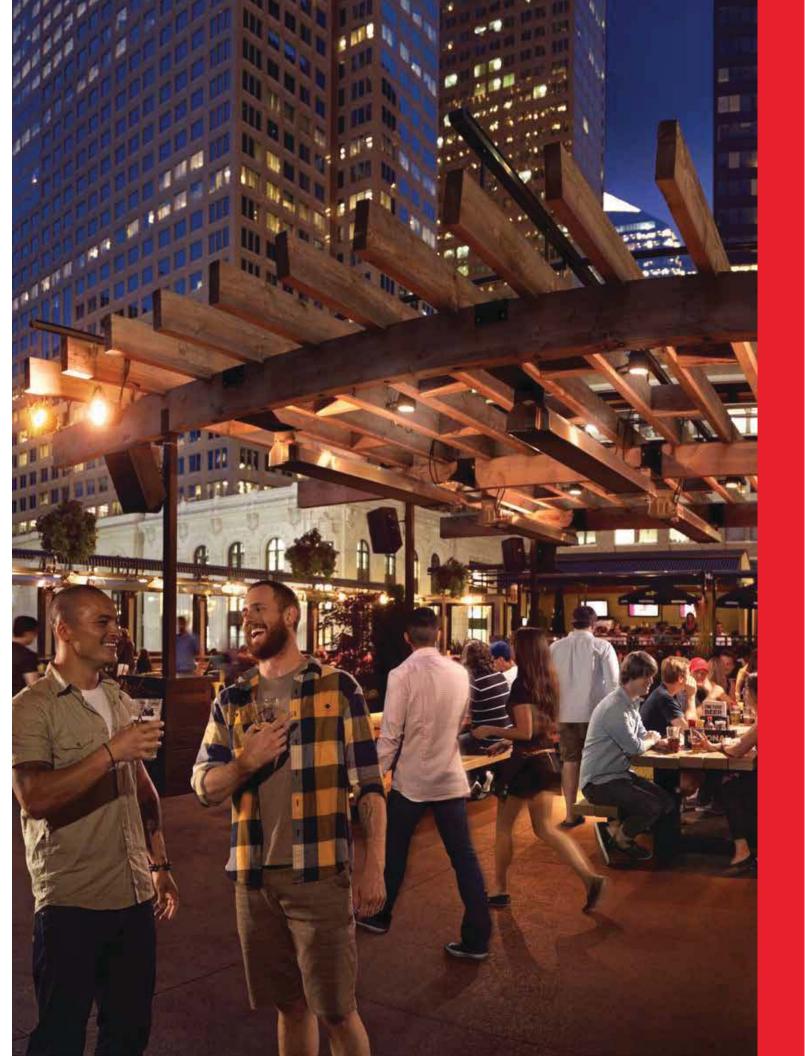
SUSTAINABILITY

I was born and raised in Texas and went to college in Washington, but Calgary is home for me now. It's a great place to raise a family and there are so many advantages to living here both from a personal and professional standpoint.

BO LEVI MITCHELL

QUARTERBACK, CALGARY STAMPEDERS

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| This section has been redacted/removed subject to section 16(1)(b) of the Freedom of Information Protection of Privacy Act. | |
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WHERE WE GOT ALL OF THOSE REALLY INTERESTING FACTS FROM.

SOURCES

Unless otherwise stated, all dollar amounts in this package are presented in USD, converted at \$1.31 CAD/USD. The exchange rate was obtained by averaging the posted Bank of Canada exchange rate on the first day of the first nine months of 2017.

| EXECUTIVE SUMMARY | |
|--|---|
| Fact | Source |
| Seattle has an office vacancy rate of 7.7% | Colliers International, Q2 2017 |
| Calgary has an office vacancy rate of 27.7% | CBRE Limited, Q2 2017 |
| Seattle issues development permits in 240-480 days | City of Seattle, Department of Construction and Inspections |
| Calgary issues development permits in 120 days | The City of Calgary, Planning and Development Department |
| Median age in Seattle is 35 years | U.S. Census Bureau, 2015 |
| Median age in Calgary is 36.4 years | Statistics Canada, National Household Survey, 2011 |
| Seattle's workforce is 1.9M people | Datausa.io, Seattle – Tacoma-Bellevue Metro Area Statistics, 2015 |
| Calgary's workforce is 886,600 people | Calgary CMA, Metropolitan Outlook, The Conference Board of Canada, 2016 |
| Effective corporate tax rate in Seattle is 68% | KPMG Competitive Alternatives: Focus on Tax Report, 2016 |
| Effective corporate tax rate in Calgary is 30% | KPMG Competitive Alternatives: Focus on Tax Report, 2016 |
| Electricity prices in Seattle are 7.19 c/kWh; Electricity prices in Calgary are 4.75 c/kWh | Hydro-Quebec, Comparison of Electricity Prices in Major North American Cities, April 1, 2016 |
| Average employer contribution to healthcare in Seattle is \$5,314 | Kaiser Foundation, Medical Expenditure Panel Survey, 2015 |
| Average employer contribution to healthcare in Calgary is \$1,147 | EY Internal Research |
| Construction cost index in Seattle is 103 | RSMeans City Cost Indexes, 2016 |
| Construction cost index in Calgary is 83.9 | RSMeans City Cost Indexes, 2016 |
| Natural gas prices in Seattle are \$4.11/thousand cubic feet | Monthly Report of Natural Gas Purchases and Deliveries to Consumers, U.S. EIA, 2016 |
| Natural gas prices in Calgary are \$3.77/thousand cubic feet | Table 129-0007, Statistics Canada, 2016 |
| Median household income in Seattle is \$80,349 | Seattle Times, September 15, 2016 |
| Median household income in Calgary is \$76,000 | Census 2016, Statistics Canada |
| Higher education rate as a percentage of the population in Seattle is 64.1% | Statistical Atlas, Educational Attainment in Seattle, Washington |
| Higher education rate as a percentage of the population in Calgary is 38% | National Household Survey, Statistics Canada, 2011 |
| Immigrant population in Seattle is 18% | Seattle Immigrant and Refugee Data Sheet |
| Immigrant population in Calgary is 26.2% | National Household Survey, Statistics Canada, 2011 |
| Time spent in congestion in Seattle is 55 hours/year | INRIX Global Traffic Scorecard, 2016 |
| Time spent in congestion in Calgary is 16 hours/year | INRIX Global Traffic Scorecard, 2016 |
| Seattle is ranked #46 in terms of liveability | The Economist Intelligence Unit, 2017 |
| Calgary is ranked #5 in terms of liveability | The Economist Intelligence Unit, 2017 |
| Seattle's Housing Affordability Rank is #69/92 | Demographia International Housing Affordability Survey, 2017, Q3 2016 |
| Calgary's Housing Affordability Rank is #56/92 | Demographia International Housing Affordability Survey, 2017, Q3 2016 |
| Median price of a single-family detached home in Seattle is \$475,000 | National Association of Realtors, Q2 2017 |
| Median price of a single-family detached home in Calgary is \$378,626 | Canadian Real Estate Association, July 2017 |

| | Y |
|--|--|
| Fact | Source |
| werage two-bedroom apartment rental rate in Seattle is \$2,193/month | Rentcafe.com, average rent market trends |
| werage two-bedroom apartment rental rate in Calgary is \$960/month | Canada Mortgage and Housing Corporation, Fall 2016 |
| Seattle has 6 ski resorts within a 3 hour drive | Onthesnow.ca |
| Calgary has 10 ski resorts within a 3 hour drive | Onthesnow.ca |
| seattle is ranked 83/209 on the cost of living index | Mercer 2017 Global Cost of Living Index |
| Calgary is ranked 162/209 on the cost of living index | Mercer 2017 Global Cost of Living Index |
| Seattle has 6,121 criminal incidents per 100,000 people | Areavibes.com, municipal crime statistics |
| Calgary has 5,560 criminal incidents per 100,000 people | CBC, July 24, 2017 |
| INTRODUCING CANADA AND | ALBERTA |
| Fact | Source |
| canada welcomed 320,000 immigrants last year, one percent of the population | The Globe and Mail, September 28, 2016 |
| The U.S. has accepted less than half a percent of their population as immigrants in recent years | Number of immigrants accepted from Migration Policy Institute; Upopulation from U.S. Census Bureau |
| ree trade agreements with 44 countries, representing more than half the world's economy | Global Affairs Canada |
| iffective corporate tax rate in Canada is less than half that in the U.S. | Global Affairs Canada |
| 0% of highly qualified immigrants get work permits and visas within 14 days | Global Affairs Canada |
| 6% of U.S. work permit applications are successful and selected by lottery | Global Affairs Canada |
| Canada is the best country in the G20 for business | Forbes and Bloomberg, 2016 |
| Canada offers the lowest total tax rate of the G7 countries | PwC, Paying Taxes 2016 |
| Canada ranks 1 st in Business Environment of the G7 countries | Rank for Forecast Period 2016-2020, The Economist Intelligence Ur August 2016 |
| Canada ranks 1st in Soundness of Banks in the world | The Global Competitiveness Report 2016–2017, World Economic Forum |
| Canada ranks 1^{st} on the Global Opportunity Index in the G7 and G20 for economic and institutional factors attracting FDI | Milken Institute, July 2015 |
| Canada ranks 2 nd in Entrepreneurship of the G7 countries | The Global Entrepreneurship and Development Institute, November 12, 2015 |
| alberta's population has grown faster than any region in Canada since the 1950s | The Globe and Mail, February 8, 2017 |
| alberta's 5th graders ranked 2nd out of 72 jurisdictions in science and 3rd in reading in 2015 | OECD's Programme for International Student Assessment (PISA) |
| University of Calgary was named a Global Top Tech Challenger | Times Higher Education, 2017 |
| /3 of Alberta's energy will come from renewables by 2030 | Government of Alberta, 2017 |
| University of Alberta ranks 8 th in the world for Artificial Intelligence and machine learning | Computer Science Rankings, cited in Metro News, March 22, 2017 |
| alberta's population has grown 330% since 1951 | The Globe and Mail, February 8, 2017 |
| WHY CALGARY | |
| act | Source |
| Calgary's population is 1.47 million people | Statistics Canada, 2017 |
| Ve've tripled our population in the last 40 years | The Conference Board of Canada and Statistics Canada, 2017 |
| Calgary gets 333 days of sunshine per year | 1981-2010 Climate Normals & Averages. Environment Canada. Meteorological Service of Canada |
| There are 32,200 engineers in Calgary and 50,100 in Alberta | Statistics Canada Labour Force Survey, 2016 and Alberta Wages & Salary Survey, 2015 |

The Economist Intelligence Unit, 2017

Calgary is the 5^{th} most liveable city in the world

| CONNECTIVITY | |
|--|---|
| Fact | Source |
| 250+ miles of municipally owned dark fiber | The City of Calgary, "Access The City of Calgary's dark fibre" |
| Connected to Winnipeg, Chicago, Seattle and Vancouver; YYCIX has peering relationships with New York, Vancouver, and Seattle and has four exchange locations within the city | Calgary Internet Exchange, www.yycix.ca |
| Calgary has blanket LTE coverage with all three major cellular carriers | Bell, TELUS, and Rogers coverage information, available on their websites |
| 76% of the Alberta has 3G or better coverage | WhistleOut cell phone coverage interactive maps |

| CALGARY BUSINESS ENVIRONMEN | IT |
|---|---|
| Fact | Source |
| Calgary has more Oscar, Golden Globe, and Emmy wins in the last 15 years than any other jurisdiction in Canada | Calgary Film Centre, 2017 |
| Calgary had the highest GDP per capita in 2016 of major Canadian cities | Statistics Canada, 2016 |
| Alberta will see over \$46B in projected capital investment in 2017 | Statistics Canada, 2016 |
| Calgary's GDP by industry, 1987 vs. 2016 | The Conference Board of Canada, 2017 |
| Highest headquarters concentration in Canada | FP500 2017 Edition |
| 14 of the largest 15 law firms in Canada have a presence in Calgary, with 938 lawyers | Lexpert, Canada's Largest Law Firms |
| Calgary CMA total population growth vs. real GDP growth and real GDP vs. oil prices | The Conference Board of Canada, Statistics Canada and U.S. EIA, 2017 |
| Highest small business concentration in Canada | Statistics Canada, 2012-2015 |
| Value of building permits issued | The City of Calgary and City of Seattle, 2017 |
| 95 per cent of all businesses in Calgary are small business, and a full 20 per cent of these are in Professional, Scientific and Technical sectors | Calgary Economic Development, Calgary CMA Small Business Fact Sheet, 2017 |
| Alberta's entrepreneurship rate and total early stage (TEA) activity is the highest in Canada | Global Entrepreneurship Monitor Alberta Report, 2014 |
| Calgary saw a 55% increase in tech companies from 2012 to 2016 | Alberta Technology Deal Flow Study, September 2016, Alberta Enterprise Corporation |
| Half of Alberta's fastest growing companies are in the Information and Communications Technology Sector | Calgary Economic Development, 2016 |
| Calgary is one of the top markets for tech talent in Canada | CBRE Scoring Canadian Tech Talent Report, 2016 |
| Calgary zoning application timelines | The City of Calgary, Planning and Development Department |
| Seattle zoning application timelines | City of Seattle, Department of Construction and Inspections |
| There's overwhelming public support for HQ2 in Calgary | Calgary Herald, October 10, 2017 |
| In 2014, the private sector spent almost \$1.7B on R&D here in Alberta | Statistics Canada, 2014 (most recently available data) |
| Some of the biggest R&D spenders in the country are in Calgary | Canada's Top 100 Corporate R&D Spenders 2016, Research Infosource Inc. |
| Calgary is home to over 4,000 patent filings since January 1, 2016 to present | Innovate Calgary, 2017 |
| Alberta Innovates invested \$200M in 2016 and leveraged \$28 in follow-on funding for each dollar invested | Annual Report, Alberta Innovates, 2017 |
| Calgary is a focal point of R&D in geomatics, positioning, and navigation including the first viable application for indoor navigation | Avenue Calgary, September 21, 2017 |
| Between 2012 and 2016, Calgary firms handled 9.5% of the total number of energy-related deals across the world, representing 17% of their total value, four times higher than Alberta's share of global energy production | Five-Year Average, Bloomberg Data, 2012-2016 |
| 8 of 10 top world banks have a presence in Calgary | The Banker Database, 2017 |
| All 10 top investment banks globally have a presence in Calgary | Banks Around the World, 2017 |
| Calgary has the highest GDP per capita of major cities in Canada | The Conference Board of Canada and Statistics Canada, 2017 |
| Calgary has the highest labor force productivity rate of major cities in Canada | The Conference Board of Canada and Statistics Canada, 2016/2017 |

| CAPITAL AND OPERATING COSTS | |
|---|---|
| Fact | Source |
| Canada has the lowest total tax index in the G7, a total tax index that's 48% lower than the U.S., the lowest overall business costs in the G7, and the lowest overall business taxation in the G7 | KPMG Competitive Alternatives: Focus on Tax Report, 2016 |
| Canada's federal corporate income tax rate is 15% | Canada Revenue Agency |
| Alberta's federal corporate income tax rate is 12% | Alberta Ministry of Finance |
| Employer Employment Insurance premiums in Canada are 0.02282% of wages to a maximum of $\$893.64\mathrm{per}$ employee | Canada Revenue Agency |
| Employer Canada Pension Plan contribution are 4.95% of wages to a maximum of \$1,957.33 per employee | Canada Revenue Agency |
| U.S. federal corporate income tax rate is 32.9% | PwC, Taxes on Corporate Income, Worldwide Tax Summaries |
| Washington State has a gross receipts tax of 0.471% | Washington State Department of Revenue |
| Employer federal unemployment insurance premiums in the U.S. are 0.6%, to a maximum of \$42, assuming the maximum FUTA credit is received | Internal Revenue Service |
| Washington State employer unemployment insurance premiums are 1.24% of wages to a maximum of \$558 per employee | Washington State, Employment Security Department |
| Employer Social Security premiums are 6.2% of wages, to a maximum of \$7,886.40 per employee | Social Security Administration |
| Medicare premiums in the U.S. are 1.45% of wages to a maximum of \$2,900 | Fidelity Viewpoints: Medicare Taxes |
| Canadian Corporate Tax Comparison | Alberta Ministry of Finance |
| Electricity prices in Seattle are 7.19 c/kWh; Electricity prices in Calgary are 4.75 c/kWh | Hydro-Quebec, Comparison of Electricity Prices in Major North American Cities, April 1, 2016 |
| Based on the software industry grouping, overall salary and wages in Calgary are 76% of those in Seattle | KPMG Competitive Alternatives: Focus on Tax Report, 2016 |
| Calgary wages for selected categories of employee | Alberta Wages & Salary Survey, 2015 and Statistics Canada Labour Force Survey, 2016. Data for Calgary CMA. In some cases, categories have been combined and a weighted average of wages used, in order to facilitate comparisons. |
| Seattle wages for selected categories of employee | U.S. Bureau of Labor Statistics, 2016. Data for Seattle-Bellevue- Everett Metropolitan Division. In some cases, categories have been combined and a weighted average of wages used, in order to facilitate comparisons. |
| Calgary's average office rent is \$27.58/sq. ft. | Cushman and Wakefield Calgary MarketBeat, Q2 2017 |
| Seattle wages for selected categories of employee | U.S. Bureau of Labor Statistics, data for Seattle-Bellevue-Everett Metropolitan Division. In some cases, categories have been combined and a weighted average of wages used, in order to facilitate comparisons. |
| Calgary's average office rent is \$27.58/sq. ft. | Cushman and Wakefield Calgary Marketbeat, Q2 2017 |
| Seattle's average office rent is \$35.04/sq. ft. | Cushman and Wakefield U.S. Office Marketbeat, Q2 2017 |
| Alberta has a lower infant mortality rate (4.2 per 1,000 live births) than the U.S. (6.0 per 1,000 live births) national averages; Alberta has a higher life expectancy (81.3 years) than the U.S. (78.8 years); Canada's survival rates for breast and colorectal cancer are among the highest in the OECD | OECD, Health at a Glance, 2011: OECD Indicators |
| Canadian employers pay on average 25% of payroll in health care costs and benefits, compared to 37% in the U.S. | KPMG Competitive Alternatives, 2016 |

INCENTIVES

This section has been redacted/removed subject to section 21(1)(b) and/or 25(1)(c)(ii) of the Freedom of Information Protection of Privacy Act.

| LABOR FORCE | |
|---|---|
| Fact | Source |
| Canada's talent pool is the most highly educated among OECD countries | Education at a Glance, OECD, November 2015 |
| The highest concentration of engineers and geoscientists in Canada | Statistics Canada, 2016 |
| STEM talent accounts for more than 27% of Calgary graduates | Alberta Advanced Education, 2015-2016 |
| Alberta has the highest percentage of women in the workforce in Canada | Statistics Canada Labour Force Survey 2016, Analysis by Alberta Ministry of Labour |
| 886,600 people in Calgary's workforce, up 25% in the last decade | Statistics Canada, 2007 and 20016 |
| 26.2% of Calgary's population immigrated here | National Household Survey, Statistics Canada, 2011 |
| 76.6% of Calgary's population is aged 20 or higher | Census 2016, Statistics Canada |
| 38% of Calgary's population has a Bachelors degree or higher | National Household Survey, Statistics Canada, 2011 |
| 10% of Calgary's population has a Master's degree or higher | National Household Survey, Statistics Canada, 2011 |
| 28.1% of Calgary's population is visible minority | National Household Survey, Statistics Canada, 2011 |
| Median age in Calgary is 36.4 | Statistics Canada, 2017 |
| Median household income in Calgary is \$76,000 | Census 2016, Statistics Canada |
| Calgary has the second-highest educational attainment of major cities in Canada | National Household Survey, Statistics Canada, 2011 |
| Last 40 years, Calgary tripled in size | Statistics Canada, 2017 |
| In 2016, nearly 60% of our population growth came from international markets | Statistics Canada, 2016 |
| Calgarians come from 240 different ethnic origins and 150 different countries and speak 120 different languages | Citizenship and Immigration Canada, 2015; The City of Calgary Arts and Recreation |
| Calgary is one of the Top 10 most attractive cities in the world for workers | AIRINC Global 150 Scorecard, 2016 |
| 10% of our population was born in India | National Household Survey, Statistics Canada, 2011 |
| 9.5% of our population was born in China | National Household Survey, Statistics Canada, 2011 |
| Canada ranks 1^{st} in quality of life, 2^{nd} overall and 2^{nd} in citizenship and education, when ranked among 60 countries and 65 attributes | U.S. News Best Countries, 2016 |
| In an assessment of 43 features in seven categories that make cities attractive to newcomers, Calgary was second with Grade A in Overall Ranking, first with Grade A for Economy, first with Grade A for Innovation and fifth Grade A for Housing | City Magnets III: Benchmarking the Attractiveness of 50 Canadian Cities The Conference Board of Canada, 2014 |
| Talent availability | Statistics Canada, 2016 and Alberta Wages & Salary Survey, 2015 |
| Annual tuition, undergraduate students | Statistics Canada, weighted average tuition fees for full-time undergraduate students by field of study |
| 66% of Calgary's workforce has post-secondary education | National Household Survey, Statistics Canada, 2011 |
| Annual tuition for an undergraduate program in Alberta is 38% to 57% cheaper than the State of Washington | Statistics Canada, 2016; Chehalis School District 2016-17 Tuition Rates |
| Graduate information for Calgary and Alberta higher education institutes | Learner and Enrolment Reporting System, Alberta Advanced Education, 2017 |
| Alberta ranks first in Canada in the Programme for International Student Assessment (PISA) Science results | OECD's Programme for International Student Assessment (PISA) |
| Girls and boys are on an even scale of achievement in the PISA Science scores | OECD's Programme for International Student Assessment (PISA) |
| 91% of Calgary students attend public schools | Calgary Board of Education, 2017 |

| LOGISTICS | |
|---|--|
| Fact | Source |
| Flight times, number of daily direct flights, distance of airport from downtown core | YYC Calgary International Airport, 2017 |
| Calgary International Airport is the fourth busiest in Canada with 16M passengers in 2016 | YYC Calgary International Airport, 2017; Statistics Canada 2017 |
| One of only two Canadian airports to offer both direct cargo and passenger flights to Europe and Asia; 4th busiest cargo air hub in Canada, with the capacity to double volume; largest cargo apron; largest on-airport warehousing in Canada | YYC Calgary International Airport, 2017; Statistics Canada 2017 |
| Alberta has 20,500 miles of highway routes; 50 million people are within a 24 hour drive of Calgary | Calgary Regional Partnership, The Calgary Region: Context and Competitive Advantage |
| Rail services | Calgary Regional Partnership, The Calgary Region: Context and Competitive Advantage |
| Calgary is the best city in which to drive in North America | kfzteile24, Best and Worst Cities to Drive, 2017 |
| Calgary has some of the happiest employees in the country | WORKshift |
| The Green Line is a \$3.5B Light Rail Transit (LRT) that will run 28.6 miles through 28 stations, and eventually connect the airport to downtown | The City of Calgary |
| Calgary's average transit fare is \$1.25 | Calgary Transit, 2017 |
| Since 2005, automobile use has decreased from 71.3% to 56.4%; public transit increased from 15.9% to 29.9%; walking increased from 4.9% to 11.1%; and, cycling increased from 1.7% to 2.7% | Statistics Canada |
| Calgary ranked 481 out of 520 cities on peak commute times; Seattle ranked 20 | INRIX Global Traffic Scorecard, 2016 |
| Calgary is the fastest city in North America to hit 100,000 Car2Go memberships | Car2Go 2017 |
| QUALITY OF LIFE | |
| Fact | Source |
| $The City of Calgary \ acts \ as \ a \ developer \ of \ affordable \ housing, and \ currently \ manages \ almost \ 17,000 \ units \ across \ the \ city$ | The City of Calgary |
| Median price of a single family detached house in Calgary is \$378,626 | Canadian Real Estate Association, July 2017 |
| Median price of a single family detached house in Seattle is \$475,400 | National Association of Realtors, Q2 2017 |
| Average rental rate for a two-bedroom apartment in Calgary is \$960 | |
| rverage rentarrate for a two-bedroom apartment in eargary is 3500 | Canada Mortgage and Housing Corporation, Fall 2016 |
| Average rental rate for a two-bedroom apartment in Seattle is \$2,193 | Canada Mortgage and Housing Corporation, Fall 2016 Rentcafe.com, average rent market trends |
| | |
| Average rental rate for a two-bedroom apartment in Seattle is \$2,193 | Rentcafe.com, average rent market trends |
| Average rental rate for a two-bedroom apartment in Seattle is \$2,193 Apartment vacancy rate in Calgary is 7% | Rentcafe.com, average rent market trends Canada Mortgage and Housing Corporation, Fall 2016 |
| Average rental rate for a two-bedroom apartment in Seattle is \$2,193 Apartment vacancy rate in Calgary is 7% Apartment vacancy rate in Seattle is 4% | Rentcafe.com, average rent market trends Canada Mortgage and Housing Corporation, Fall 2016 Curbed.com Rental Market Report, Canada Mortgage and |
| Apartment vacancy rate in Calgary is 7% Apartment vacancy rate in Seattle is 4% Average rental rate for a two-bedroom condo in Calgary is \$1,194 | Rentcafe.com, average rent market trends Canada Mortgage and Housing Corporation, Fall 2016 Curbed.com Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Rental Market Report, Canada Mortgage and |
| Apartment vacancy rate in Calgary is 7% Apartment vacancy rate in Seattle is 4% Average rental rate for a two-bedroom condo in Calgary is \$1,194 Condo vacancy rate in Calgary is 4.4% | Rentcafe.com, average rent market trends Canada Mortgage and Housing Corporation, Fall 2016 Curbed.com Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 |
| Average rental rate for a two-bedroom apartment in Seattle is \$2,193 Apartment vacancy rate in Calgary is 7% Apartment vacancy rate in Seattle is 4% Average rental rate for a two-bedroom condo in Calgary is \$1,194 Condo vacancy rate in Calgary is 4.4% Average number of homes listed for sale in Calgary in 2016 was 5,559 | Rentcafe.com, average rent market trends Canada Mortgage and Housing Corporation, Fall 2016 Curbed.com Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Calgary Real Estate Board, 2017 Canada Mortgage and Housing Corporation and |
| Average rental rate for a two-bedroom apartment in Seattle is \$2,193 Apartment vacancy rate in Calgary is 7% Apartment vacancy rate in Seattle is 4% Average rental rate for a two-bedroom condo in Calgary is \$1,194 Condo vacancy rate in Calgary is 4.4% Average number of homes listed for sale in Calgary in 2016 was 5,559 5-year average for housing starts in Calgary is 12,967 | Rentcafe.com, average rent market trends Canada Mortgage and Housing Corporation, Fall 2016 Curbed.com Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Calgary Real Estate Board, 2017 Canada Mortgage and Housing Corporation and Statistics Canada, 2017 |
| Average rental rate for a two-bedroom apartment in Seattle is \$2,193 Apartment vacancy rate in Calgary is 7% Apartment vacancy rate in Seattle is 4% Average rental rate for a two-bedroom condo in Calgary is \$1,194 Condo vacancy rate in Calgary is 4.4% Average number of homes listed for sale in Calgary in 2016 was 5,559 5-year average for housing starts in Calgary is 12,967 Calgary is ranked 162 out of 209 global cities on cost of living | Rentcafe.com, average rent market trends Canada Mortgage and Housing Corporation, Fall 2016 Curbed.com Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Calgary Real Estate Board, 2017 Canada Mortgage and Housing Corporation and Statistics Canada, 2017 Mercer 2017 Global Cost of Living Index |
| Apartment vacancy rate in Calgary is 7% Apartment vacancy rate in Seattle is 4% Average rental rate for a two-bedroom condo in Calgary is \$1,194 Condo vacancy rate in Calgary is 4.4% Average number of homes listed for sale in Calgary in 2016 was 5,559 Seyear average for housing starts in Calgary is 12,967 Calgary is ranked 162 out of 209 global cities on cost of living Seattle is ranked 83 out of 209 global cities on cost of living | Rentcafe.com, average rent market trends Canada Mortgage and Housing Corporation, Fall 2016 Curbed.com Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Calgary Real Estate Board, 2017 Canada Mortgage and Housing Corporation and Statistics Canada, 2017 Mercer 2017 Global Cost of Living Index Mercer 2017 Global Cost of Living Index |
| Apartment vacancy rate in Calgary is 7% Apartment vacancy rate in Seattle is 4% Average rental rate for a two-bedroom condo in Calgary is \$1,194 Condo vacancy rate in Calgary is 4.4% Average number of homes listed for sale in Calgary in 2016 was 5,559 5-year average for housing starts in Calgary is 12,967 Calgary is ranked 162 out of 209 global cities on cost of living Seattle is ranked 83 out of 209 global cities on cost of living Property taxes in Calgary average \$6.17 for every \$1,000 of assessed value | Rentcafe.com, average rent market trends Canada Mortgage and Housing Corporation, Fall 2016 Curbed.com Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Calgary Real Estate Board, 2017 Canada Mortgage and Housing Corporation and Statistics Canada, 2017 Mercer 2017 Global Cost of Living Index Mercer 2017 Global Cost of Living Index REALPac Canadian Property Tax Rate Analysis, 2016 Smartasset.com property tax calculator; rates are for |
| Apartment vacancy rate in Calgary is 7% Apartment vacancy rate in Seattle is 4% Average rental rate for a two-bedroom condo in Calgary is \$1,194 Condo vacancy rate in Calgary is 4.4% Average number of homes listed for sale in Calgary in 2016 was 5,559 5-year average for housing starts in Calgary is 12,967 Calgary is ranked 162 out of 209 global cities on cost of living Seattle is ranked 83 out of 209 global cities on cost of living Property taxes in Calgary average \$6.17 for every \$1,000 of assessed value | Rentcafe.com, average rent market trends Canada Mortgage and Housing Corporation, Fall 2016 Curbed.com Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Rental Market Report, Canada Mortgage and Housing Corporation, Fall 2016 Calgary Real Estate Board, 2017 Canada Mortgage and Housing Corporation and Statistics Canada, 2017 Mercer 2017 Global Cost of Living Index Mercer 2017 Global Cost of Living Index REALPac Canadian Property Tax Rate Analysis, 2016 Smartasset.com property tax calculator; rates are for King County, 2015 |

Tax Foundation, 2017 Tax Brackets

Communications Services and Supports, Calgary Region, Children's Services, Government of Alberta

In the State of Washington the marginal personal income tax rate at \$100,000 of income is 28% $\,$

 $Calgary\ has\ 279\ licensed\ daycare\ programs\ with\ 18,062\ licensed\ spaces- and\ almost\ 2,000\ are\ immediately\ available$

| QUALITY OF LIFE | |
|---|--|
| Fact | Source |
| Average cost of childcare in Calgary is \$964 per month | Metro News, March 4, 2015 |
| The number of criminal incidents reported in Calgary is down 20 per cent in the last 10 years | CBC, July 23, 2017 |
| 83% of Calgarians rate their quality of life as good | Calgary Foundation, 2016 Vital Signs Report |
| Calgary poverty strategy | Calgary Poverty Reduction Initiative |
| Calgary is the 4 th most active city in Canada | Expedia, 2017 |
| 31 arenas and indoor ice rinks; 13 athletic parks; 7 skate parks; 5,600 park sites; 1,100 playgrounds; 50 golf courses | The City of Calgary, Parks and Recreation; and Discover Alberta |
| Cultural facility and festivals information | The City of Calgary, Festivals and Events |
| The Glenbow Museum has 31,000 artworks | Glenbow Museum |
| 5 UNESCO world heritage sites nearby make up the highest concentration in North America | Calgary Herald, June 19, 2009 |
| 355 public schools and 52 private schools | School & Authority Information Reports, Alberta Education, 2017 |
| 8 hospitals and 5 cancer care centers | Alberta Health Services, 2017 |
| Calgary has 3,000 places to eat and drink and over 100 food trucks | Canadian Business Counts, Statistics Canada, 2017 and StreetFoodApp.com |
| Calgary has more millionaires per capita than any city in Canada | Statistics Canada, 2016 |
| Calgary's median charitable donation in 2015 was the highest of all major cities in Canada; across Alberta, the median charitable contribution was 50 per cent higher than the national median donation; 50 per cent of Albertans volunteer compared with the national average of 44 per cent in 2013 | Statistics Canada, 2015 |
| Calgary has two of the largest urban parks in the world – Nose Hill Park and Fish Creek Park | List of urban park size, Wikipedia |
| 150 off-leash dog parks | The City of Calgary, Parks and Recreation |
| 10 per cent of Calgarians are dog owners | Calgary Herald, July 20, 2016 |

SUSTAINABILITY

| Fact | Source |
|--|---|
| Alberta's Climate Leadership Plan | Government of Alberta |
| Calgary has the second highest number of LEED certified buildings per capita in North America | Calgary Economic Development and The Delphi Group, Calgary Region's Green Energy Economy |
| Calgary is the first large city in North America to be completely powered by renewable energy | Green Energy Futures, July 6, 2015 |
| Calgary has 3,000 installed kW of distributed solar photo-voltaic | The City of Calgary |
| Calgary has the first wind-powered public transit system in North America, saving 56,000 tonnes of CO2 emissions annually | Green Energy Futures, July 6, 2015 |
| Calgary is ranked #1 on air pollution out of 500 cities reviewed | kfzteile24, using the World Health Organisation's 2016 air quality in cities database |
| 32.4% of Canada's total installed wind generation capacity is operated by Calgary-based companies | Alberta Electricity System Operator and Calgary Economic Development, 2016 |
| Alberta has almost 200 electricity market participants, who conducted \$2B in energy transactions in 2016 | AESO 2016 Annual Market Statistics |
| Alberta has installed energy capacity of 16,420 MW | Alberta Ministry of Energy |
| Alberta has more than 500 green economy companies | Calgary Economic Development and The Delphi Group, Calgary Region's Green Energy Economy, 2016 |
| Alberta is home to Western Canada's largest wind farm - Blackspring Ridge at 300 MW, supplying clean energy to approximately 140,000 homes | EDF Renewable Energy, 2015 |
| COSIA member companies have shared more than nine hundred distinct technologies and innovations that cost almost \$1B to develop | Canadian Oil Sands Industry Association, October 2016 Update |

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